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Privatisation haunts
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speed research

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UK car industry

Testing ground for
global players

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Industry

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World Business Newspaper <http://www.FT.com>

WEDNESDAY MAY 21 1997

Best business books

Finalists in the

FT/Booz-Allen &
Hamilton Global
Business Book
Awards

Management, Page 16



**Gazprom poised
to raise \$1bn
for tax payment**

Russian gas monopoly Gazprom seems set to confirm this week that banks ABN-Amro and Goldman Sachs have been appointed to raise \$1bn within three weeks to pay its massive tax bill. Dresdner Kleinwort Benson and Morgan Stanley, which have advised the company on a string of international capital market transactions, appear to have been temporarily sidelined, although they are still working on longer-term financing projects for Gazprom. Page 21

Britain set for Sinn Féin meeting: British officials will today meet Sinn Féin for the first round of talks since February 1996, when the Irish Republican Army ended its 18-month ceasefire with a bomb in London. Page 10

Tokyo ministers linked to bank: Japan's Nomura scandal took a new twist when it emerged that three cabinet ministers held accounts at the securities company. Page 20

Netanyahu rejects settlements claim: Israeli prime minister Benjamin Netanyahu rejected a US report claiming there was no need for Israel to expand settlements since 26 per cent of the homes in the West Bank and up to 56 per cent of those in Gaza were vacant. Page 5

Greece to free telecoms by 2001: Greece agreed to liberalise all telecommunications services by 2001, ending the monopoly of fixed-wire telephone held by OTE, the state telecoms operator. Page 3

Van Miert condemns BA alliances: EU competition commissioner Karel Van Miert restated his opposition to the proposed alliance between British Airways and American Airlines at a meeting in London with new Trade and Industry Secretary Margaret Beckett. Page 21

Kabila arrives in Kinshasa: Laurent Kabila flew in to Kinshasa to take control of Africa's third largest country after his rebel army drove Zaire's president Mobutu Sese Seko from power. New reality. Page 5; Observer, Page 19

US fees system angers airlines: Britain has taken the lead in what is likely to be a growing wave of international complaints over the introduction of a new system of fees for airlines flying over US territory. Page 7

Singapore trade recovers: Singapore reported its best trade performance for six months in April. Page 8

Potential losses grow at Nippon Credit: The level of potential bad loans at Nippon Credit Bank, Japan's ailing long-term credit bank, is Y700bn (\$5.5bn), some Y150bn higher than previously thought, government officials said. Page 21

EMI pays \$30m for Bowie rights: EMI Music has paid \$30m for worldwide distribution rights to the back catalogue of recordings by David Bowie, one of the most influential rock artists of the 1970s. Page 21; Global music sales strike a better note. Page 7

Turkey rejects call to extradite Nadir:



Turkey rejected British pleas for fugitive businessman Asil Nadir (above), at an hotel in Istanbul to be extradited. The former head of collapsed business empire Polly Peck has moved from northern Cyprus to Turkey. Page 11

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STOCK MARKET INDICES

New York Stock Exchange

Dow Jones 30s 7,180.43 +42.48

NASDAQ Composite 1,347.06 +6.42

London Stock Exchange

FTSE 100 2,751.11 +33.17

FTSE 250 2,543.45 +61.12

FTSE 1000 4,807.5 +37.7

FTSE 150 20,322.93 +156.92

US EXCHANGE RATE INDEXES

US-Dollar 55.75

US-Euro 82.90 +0.52%

US-Japan 95.40 -0.5%

US-Germany 6.933%

OTHER RATES

US-Canada 1.6125

US-Canada 1.6125

US-Japan 1.0713

US-France 1.0679

US-Germany 1.0621

US-Japan 1.0621

Marching towards the millennium

Negotiations on a new treaty to prepare the European Union for the 21st century are moving to a climax. On Friday, EU leaders will seek a breakthrough on reforms at a summit in the Netherlands. Lionel Barber explains what is at stake

This week's meeting in the Dutch coastal town of Noordwijk follows 14 months of negotiations – the intergovernmental conference – on a revision of the Maastricht treaty of 1992. They are scheduled to be concluded at a summit in Amsterdam next month led by Mr Wim Kok, prime minister of the Netherlands, which currently holds the EU presidency.

What is an intergovernmental conference or IGC?

It is like a constitutional convention. EU leaders can call an IGC by simple majority vote to make changes in the 1957 Treaty of Rome, which founded the European Economic Community. The most notable example is the Maastricht treaty, which created the European Union and established a timetable for economic and monetary union by January 1, 1999.

Why are we having another IGC so soon after Maastricht?

Good question. The British, Danes and Swedes would prefer not to be holding a new constitutional debate in front of their Eurosceptic citizens. But Maastricht I was a compromise between Germany and the Benelux countries pushing for a federal Europe and sovereignty-conscious defenders of the nation state led by Britain and France. The Germans wanted more political integration to balance their agreement to give up the D-Mark in exchange for the single currency. The Euro-maximalists secured a commitment that the EU would review the treaty.

So what went wrong?

Few people, including Mr Helmut Kohl, the German chancellor, realised how difficult it would be to secure treaty ratification.

The Danes only endorsed Maastricht after a second referendum. The French narrowly approved Maastricht in their own referendum in September 1992. The British House of Commons agreed to ratify the treaty, but only after a traumatic debate for the ruling Tory party. Even the German constitutional court expressed misgivings about Maastricht.

Is economic and monetary union (Emu) on the IGC agenda?

No, because EU leaders have no intention of reopening the deal on the single currency struck at Maastricht. They are also steering clear of other sensitive issues linked to enlargement, such as reform of the common agricultural policy and a new EU budget to run from

2000 to 2006. These will be dealt with after the conclusion of the IGC.

So is the new IGC just a 10,000km service on the old treaty?

That's the way the British would like to see it. But Maastricht II is also about the EU adapting its institutions and decision-making to cope with the prospective entry of new members from former communist central and eastern Europe. The argument is that an EU with 20-plus countries would grind to a halt without institutional reform.

What is institutional reform?

Let's start with the size of the European Commission. At present, big countries such as Britain, France, Germany, Italy and Spain have two Commissioners; smaller countries such as Belgium, Ireland and Luxembourg have one. That makes 20 Commissioners in all. But if the union expands from 15 to 25 members, the number would grow to over 30 – a management nightmare.

What about majority voting and rules on unanimity?

At present, decisions related to the single market are taken by majority, but unanimity applies in sensitive areas such as foreign policy as well as immigration and justice affairs. The French and Germans would like to broaden majority voting, subject to countries being able to wield a veto on matters of vital interest, but the British, Spanish and others are uneasy. A modest increase in majority voting seems likely.

Are British fears about being steamrollered in the council justified?

Majority voting is the source of many myths. Votes are rarely taken in the council because they are inherently divisive. The fear of being isolated or outvoted provides the incentive to compromise. Besides Germany – not Britain – is the country most often outvoted in council.

How does qualified majority voting (QMV) work?

To take a decision, countries need to muster enough votes to cross the threshold known as a "qualified" majority. Each country is allotted votes according to its population. As the EU has expanded from the original six to the present 15, the system of voting weights has progressively favoured the smaller countries. Thus Luxembourg (population 400,000) has two votes, but Germany (80m) has only 10 votes.

What is unfair about that?

With the original six European Community members (France, Germany, Italy, and the Benelux countries) the balance of voting weights meant decisions could only be taken if countries representing 70 per cent of the community's population supported them. Today, with 15 members, the figure has fallen to 58.3 per cent. It could fall to 50.3 per cent with 26 members, to the point where Britain, France, Germany and Spain could be outvoted by the rest. This raises serious questions of legitimacy.

So what are the likely changes?

One possible deal is that big countries will give up one of their commissioners in return for small countries agreeing to rebalance the voting weights. The qualified majority could be raised to, say, 60 per cent or 65 per cent of the population; or a "double majority" which would include an appropriate percentage of the population and the current weighted majority.

Any other ideas to make an enlarged EU work better?

The treaty will include provisions for the use of "flexibility" whereby some countries which are willing and able can forge ahead of others. But strict rules will apply, such as the need for a quorum of countries to support the proposal, a review by the European Commission and an agreement that it cannot apply in "core" areas such as the single market or competition policy. In foreign policy, this would mean applying the rule of "consensus minus one".

This all sounds incredibly abstruse; what is Maastricht II offering the ordinary citizen?

The centrepiece of the new treaty is closer co-operation between national police forces, common policies on immigration and asylum, and the eventual lifting of all passport controls. EU leaders will hail these provisions as the creation of a common area of "freedom, security and justice".

Does the hype match the reality?

Maastricht II would incorporate the 1986 Schengen agreement which provides for the gradual abolition of border controls. Despite occasional hitches, free movement exists between Germany, France, Belgium, the Netherlands, Luxembourg, Spain, and Portugal. Austria, Denmark, Finland, Greece, Italy and Sweden have signed Schengen, but not implemented it fully.

Supporters say bringing Schengen into the treaty would make easier decision-making, more democratic accountability via the European Court of Justice and more police co-operation to tackle organised crime and illegal immigration exploiting the single market. No one is talking about a Euro-Pol or a harmonisation of criminal codes, but the new EU-wide treaty framework would be an important step to deeper integration.

What about the British?

The new Labour government has serious concerns about giving the European court authority in immigration matters. It also wants an explicit reference in the treaty guaranteeing British control of its borders, along with a common travel area with Ireland. It is likely to secure such a promise. What difference has the new British government made to the IGC negotiations?

For now, plenty. EU leaders gave up on the Conservatives because they were paralysed by Eurosceptics. Labour's charm offensive is working because Tony Blair played down expectations of change. Labour's decision to sign up to the Maastricht treaty's social protocol, though expected, caused hearts to flutter in Brussels. Labour will also support an employment chapter in the new treaty.

But surely Britain has other difficulties?

Yes. Labour and neutral countries such as Ireland, Sweden, Finland and Austria oppose the Franco-German plan for a progressive merger of the EU and the Western European Union, its embryonic defence arm. They reckon it would mean turning the EU into a collective security organisation rivaling Nato. But the new treaty is likely to provide for EU countries to take part in joint peacekeeping.

What about changes in foreign policy decision-making?

The treaty will set up a policy planning unit in Brussels and appoint a "face" to make EU foreign policy more visible to the outside world. In practice, this is already happening. The EU has a string of special envoys, including Mr Carl Bildt, the former high representative in Bosnia.

What does the European Commission want in the IGC?

The days when the Commission sought new areas of responsibility or legal powers are over. Now it is more interested in protecting its authority – such as the right of initiative – than in



Athens responds to pressure from Brussels for early end to OTE's monopoly

Greece to liberalise telecoms by 2001

By Karin Hope in Athens

Greece has agreed to liberalise all telecommunications services by January 1 2001, ending the monopoly of fixed-wire telephone held by OTE, the state telecoms operator.

Other services such as satellite telecommunications and cable television are to be opened up to competition over the next year.

The Socialist government came under pressure from the European Commission to speed up liberalisation after claiming that OTE would not be able to finish modernising its network before

2003, the original EU deadline for liberalisation in Greece, Spain, Portugal, Luxembourg and Ireland.

The Commission has started legal procedures against Greece for failing to implement EU directives on setting up an independent telecoms regulatory authority, allowing competition in satellite communications and cable television networks and making leased lines available at fair prices.

A Greek official said the compromise on ending OTE's monopoly by 2001 came after "acrimonious discussion" on issues such as the government's decision to grant

OTE a mobile telephony licence without holding an international tender and delays by the fledgling regulatory authority in approving licence applications from Internet service providers.

Greece will be the last EU member to liberalise its telecoms infrastructure, one year after Portugal and Ireland.

The deadline for other member states is January 1 1998.

OTE plans to step up the pace of digitalising its network using proceeds from the sale in June of a second equity tranche of 12 per cent through the Athens stock

exchange. An OTE official said yesterday that "about 80-85 per cent of the network" would be digitised by the end of 2000.

Close links between OTE's senior management, its powerful Panhellenic Socialist Movement

and the governing Panhellenic Socialist Movement have been blamed for the slow pace of telecoms liberalisation in Greece.

The exception is cellular telephony, where two private operators controlled by Vodafone of the UK and Italy's Stet offer competitive GSM services.

An OTE subsidiary in which

Norway's Telenor holds a minority stake is to launch a DCS1800 mobile service later this year. But the government has agreed with the Commission that other operators will be permitted to apply for DCS licences.

The state operator will also control a new company, Maritel, which plans to offer specialised telecoms services to shipping companies based in Piraeus. A consortium led by OTE earlier this year won an international tender organised by the Union of Greek Shipowners, which will have a minority stake in Maritel.

EUROPEAN NEWS DIGEST

Greenpeace in attack on fuel

European Union governments yesterday came under heavy fire from Greenpeace, the environmental pressure group, for spending almost \$16bn on subsidies for fossil fuel and nuclear industries and just \$1.5bn on environmentally friendly renewables.

Separately, Greenpeace claimed an important propaganda victory when a senior oil industry executive conceded it had a point in querying new oil exploration when greenhouse gas emissions from existing reserves might already be contributing to global warming.

Mr Heinz Rothermund, managing director of Shell UK Exploration and Production, said in a speech last night Greenpeace's crusade against developing the North Atlantic "frontier" raised a "key question". "Undoubtedly, there is a dilemma," said Mr Rothermund, whose own company is active in developing the new oil fields.

The group said that its report on subsidies revealed the "hypocrisy of European governments" in calling for action to fight climate change, believed to be linked to the consumption of fossil fuels, while spending "billions propping up its cause".

Leyla Bouillon, London

Boost for east Germany

The Bonn government has agreed a plan with business and trade unions aimed at boosting employment and competitiveness in eastern Germany.

Central to the "common initiative for more jobs in eastern Germany", which Chancellor Helmut Kohl will unveil tomorrow in Berlin, is a commitment by employers and trade unions to loosen further the system of industry-wide pay agreements. This would allow companies in eastern Germany to strike more localised pay and benefits settlements with their workers rather than being bound by national agreements.

Many companies in eastern Germany complain that reference to pay rates in western Germany has driven up costs and held back growth, and an estimated two-thirds of them already operate outside the national pay bargaining system.

Frederick Stidemann, Berlin

Yeltsin dismisses ally

The Russian government's anti-corruption drive gathered momentum yesterday as President Boris Yeltsin turned against one of his staunchest former allies, dismissing General Konstantin Kobets, a deputy defence minister, from all his military posts.

Prosecutors have charged Gen Kobets with taking bribes and embezzlement. He came to Mr Yeltsin's aid in 1991, helping him to face down a hardline communist coup, and also provided decisive support two years later in crushing an armed revolt.

John Thornhill, Moscow

Check, please

The local authorities have suspended operations of the notorious Fisherman's Inn in Budapest pending a thorough examination of its operations.

The Hungarian Consumer Protection Agency had requested suspension on grounds that management had violated operating regulations. The Fisherman's Inn has made headlines in the past week after a Danish tourist was charged almost \$6,000 for a meal and drinks for four.

The Dane had apparently been set up after meeting two Hungarian "consumer ladies" who suggested the restaurant for a meal.

Kester Eddy, Budapest

Simon set for Europe role

Former BP chief is no stranger in Brussels, writes Emma Tucker

Unlike the faltering debuts some new British Labour ministers have made in Europe, Sir David Simon, the former chairman of BP, now minister for trade and competition in Europe and soon to be Lord Simon of Highbury, is expected to glide effortlessly onto the Euro-scene when he

takes his place at the Council of Ministers today.

Fluent in French and German and with a smattering of other European languages, the business-turned-statesman is a well known figure in Brussels.

As a member of the European Round Table (ERT) of industrialists and the European Commission's Competition Committee's Competitive Advisory Group, he is not only well versed in the jargon of Europe, but responsible for some of it too.

Catch phrases now commonplace at internal market and industry council meetings can be traced back to him - for example, "benchmarking" the industry system of identifying companies' best practice that was enthusiastically taken up by the Commission after a presentation by Sir David.

"He completely turned the minds of the Commission officials," says Mr Keith Richardson, secretary general of the ERT. "He took off his jacket and marched up and down the stage. It was electrifying."

Convincing the Commission is one thing, but next year Sir David will spearhead efforts to sell a British "supply side" vision for Europe during its six-month presidency of the EU, starting in January.

This will encompass greater employment flexibility in the name of job creation and a hard push to complete the single market.

Many member states, including France and Germany, are wary of British notions of "flexibility", fearing an Anglo-Saxon plot to dismantle the European social model. That may be why British diplomats in Brussels are careful now to talk about "employability" rather than flexibility.

The ambitious goal of completing the single market will also require Sir David to challenge the Union's laggards, notably Germany, which has slipped to the bottom of the league tables showing countries' performances in implementing single market laws.

He will also have to handle what are, given his former existence, some sensitive dossier: for example, the Commission proposal to raise minimum tax rates on car and heating fuels and extend them to natural gas and electricity - proposals that have been heavily criticised by industry.

One of his first challenges arises today at the internal market council, where the question of how to bring about a European company

statute is on the agenda. An enthusiast for the statute - which would allow companies to organise themselves at a European level - in his former guise, Sir David is expected to signal some British doubts about the latest plans for implementing the stalled proposal.

Even so, there is no disguising the delight that many in Brussels feel at his appointment.

"The combination of Lord

Simon's appointment, and the

British presidency next year

is a very happy coincidence," said one contented official.

When they value stocks,

for example, managers

expect to attach more importance to industry comparisons across the continent and less weight to domestic market considerations.

The report, based on responses from 116 fund managers who administer European assets, says the industry will face pressure to increase resources devoted to research in order to remain competitive, posing particular problems for smaller firms.

At the same time, many managers will remain in the industry for strategic or non-commercial reasons, adding to the potential for overcapacity.

The industry's customers

could also become more powerful. For example, some multinational companies with intensify as a result of monetary union, a report published this week predicts.

The report by Frank Russell, the international investment adviser, says regulations which at present restrict cross-border investment will become "increasingly unsustainable" after the single currency is introduced in 1999.

After national currencies disappear, it says, it will be hard for authorities in one country to discriminate against investment in another on grounds of risk.

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Managers specialising in bonds will rely less on favouring particular currencies and countries to make above-average returns, and more on the returns offered by bonds of different maturities.

Continental European managers expect to make more use of analytical tools in this respect.

Emu set to raise competition by fund managers

By Richard Lapper,
Capital Markets Editor

Competition among European fund managers will intensify as a result of monetary union, a report published this week predicts.

The report by Frank Russell, the international investment adviser, says regulations which at present restrict cross-border investment will become "increasingly unsustainable" after the single currency is introduced in 1999.

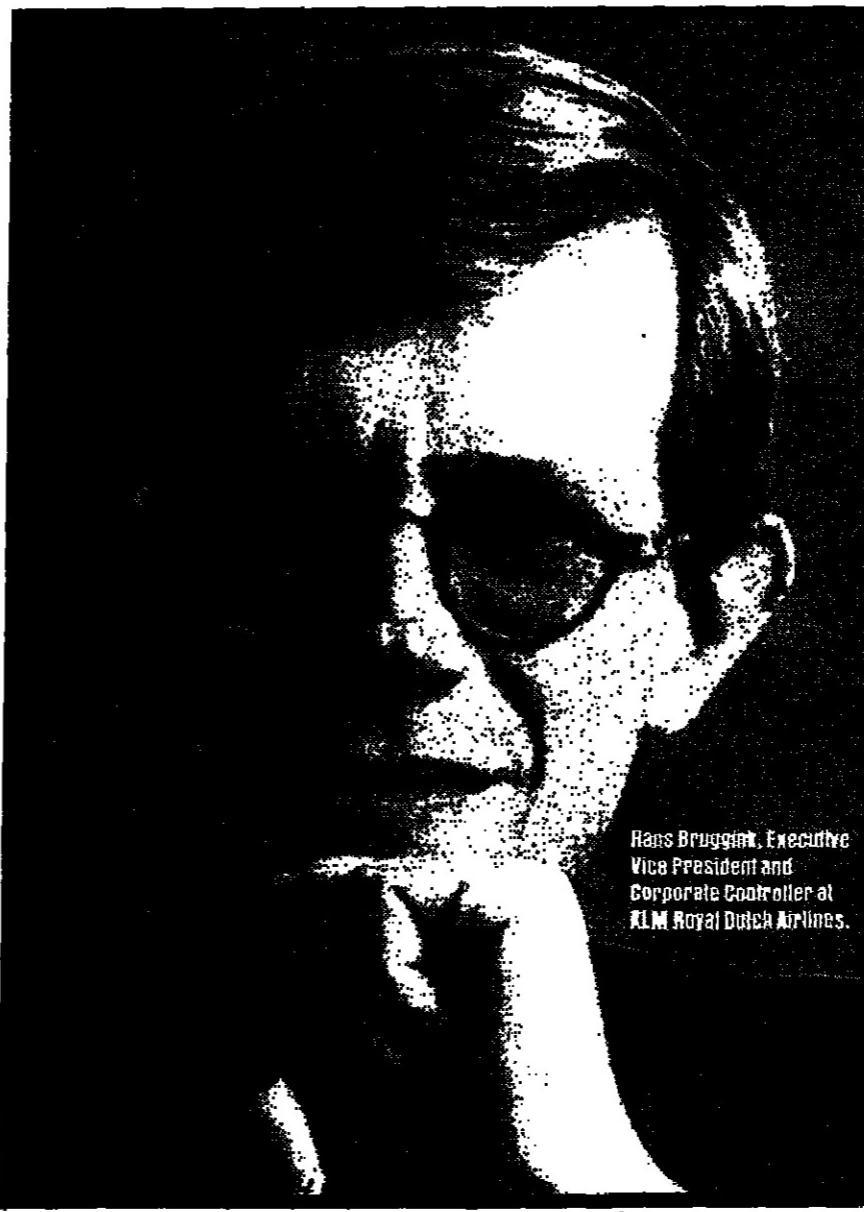
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The industry's customers

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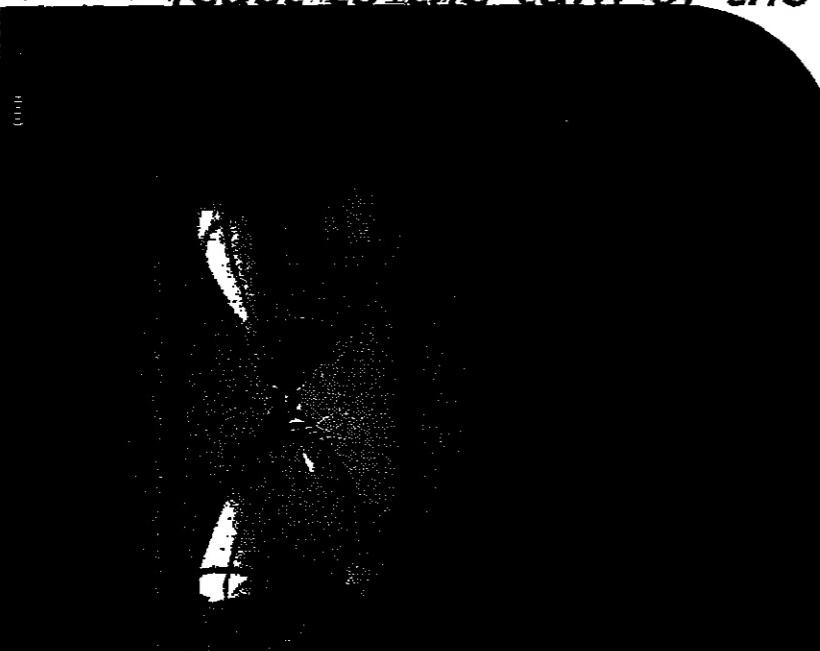
Perhaps best of all, Bruggink says, CA and KLM worked together to customise CA-Masterpiece to precisely fit their needs: "CA made sure they had all the input they needed to tailor Masterpiece to our specific requirements."

And they continue to refine the software to keep up with the new demands of our business."

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NEWS: EUROPE

Chirac pushes centre-right stance

By Andrew Jack in Paris and David Buchan in Vitrolles

President Jacques Chirac last night stressed the importance of France being represented by a "single, strong" voice in Europe to defend its interests, in a rare intervention to support the ruling centre-right majority against a leftwing victory in the general election campaign.

Speaking before a meeting in Paris with Mr Helmut Kohl, the German chancellor, President Chirac made only his second public comment since the race for the National Assembly began to indicate his opposition to a

cooperation with the Socialist party.

His warning echoed an earlier claim by Mr Alain Juppé, the prime minister, that a socialist government would create a "shambles" in Europe. Launching a stinging attack in the final few days before the first round of voting on Sunday, Mr Juppé, who heads the governing centre-right coalition, argued that a leftwing government led by Mr Lionel Jospin, would be a recipe for the "failure" of the single European currency.

He stressed the long-standing opposition to the euro of the French Communist party - which set out a series of

common positions in a historic joint statement with the Socialist party last month - and said that a cohabitation of the left with President Jacques Chirac would be "embarrassing" and "a last resort".

His comments came as leading figures in the centre-right parties appeared to be increasingly playing down suggestions that Mr Juppé would be replaced as prime minister if the incumbent was re-elected.

Mr François Léotard, head of the UDF which shares government with Mr Juppé's RPR party, stressed the prime minister should remain in charge if the right

won. "You don't demote the general the day after his victory," he said.

Mr Juppé appeared to back-pedal on some of the initial election pledges by the Socialist party, stressing that there would have to be "arbitrages" between reduced working hours, wage levels and job creation.

He also tempered the socialists' controversial proposals to halt the privatisation of France Télécom, saying that he would consult the company's employees before deciding whether to proceed with the sell-off.

However, he said a leftwing government would not respect the stability pact on



Alain Juppé (left) discusses the Stade de France with soccer star Michel Platini after a visit to the stadium yesterday. The stadium is being built for the 1998 World Cup, which Platini is co-ordinating

Reader

Privatisation issue comes to haunt the centre-right

David Owen on why the French government has failed to instil a spirit of 'popular capitalism' over sell-offs

A war of words last week between rival bidders for Thomson-CSF, the French defence electronics giant, provided a ringing reminder of the problems that have dogged the centre-right government's privatisation programme in the run-up to the parliamentary elections, the first round of which is to be held on Sunday.

The outbreak of hostilities between Alcatel Alsthom/Dassault and Lagardère was as blunt and colourful anything to have graced the curiously subdued election campaign.

Yet if the government's first attempt to sell the Thomson group had not been botched, the bid battle's outcome would have been settled months ago.

The Thomson privatisation is not the only high-profile disposal to have run into trouble in recent months. Last November, the government called off the sale of CIC, the country's fifth largest commercial bank, and the calling of the election forced postponement of plans to float a minority stake in France Télécom in what may still be the country's largest privatisation.

But it would be wrong to conclude from this unhappy sequence that the govern-

Companies on the 1993 privatisation list	
Company	Privated
AGF	✓
CAN	✗
JAP	✓
Bull	✓
Thomson	✓
Bruxelles-Paribas	✓
BTP	✓
Gecina	✓
Phare-Poulenc	✓
EI Arabe	✓
Société Internationale de Crédit	✓
Aéroport de Paris	✓
Air France	✓
Caisse Centrale de Régulation	✓
Caisse Nationale de Prévoyance-Assurances	✓
Crédit Général	✓
Électricité de France	✓
Hermès	✓
Sectra	✓
Socimac	✓
Usinor-Sacilor	✓
Sofica	✓
Bank	✓
Aerospace	✓
Air-transport	✓
Financial services	✓
Shipping	✓
Cars	✓
Tobacco	✓
Aerospace	✓
Steel	✓

ment's record on rolling back state involvement in the country's economy over the past four years has been unmitigatedly poor.

In fact, it has sold at least a majority stake of more than half the 31 companies

1989 and 1994, and industrial companies such as Renault, the vehicle manufacturer, and Usinor-Sacilor, the steel group, both once considered too sensitive to be in the private sector.

In doing this, it has raised a total of almost FFr160bn, against FFr130bn in the previous centre-right government's privatisation drive from 1986 to 1988.

It has also overseen preparations to free up a number of important markets, usually in step with its European Union partners. These include aviation, liberalisation of which was completed on April 1, telecoms, which will be liberalised from next January, and electricity, to be opened to competition from the start of 1999, but initially only to big industrial users.

The telecoms reforms in particular have to date received high marks from observers both for their transparency and for their fairness to the entrenched state monopoly's future private-sector competitors.

What the government has failed to do is instil the sort of spirit of "popular capitalism" that shows signs of taking root in some other EU countries.

The number of individual owners of shares has actually edged down to around

5.5m over recent years after soaring from 1.7m to 6m between 1986 and 1988 in the first wave of privatisations.

This is partly because the market performance of many privatisation stocks has, until recently, been disappointing.

The recent buoyancy of the Paris bourse has now, however, carried the vast majority of such stocks to above the level at which they were initially offered.

It had been hoped that the France Télécom sell-off -

has been forced to focus on cases that are more delicate either for political reasons or because the financial condition of the companies concerned is fragile.

The aborted original plan

for Thomson - involving the sale of the money-draining consumer electronics arm to Daewoo of Korea - sparked a xenophobic reaction that alarmed foreign investors.

And the government has several times crossed swords with EU competition author-

A Socialist victory would bring the state's flagging disposal programme juddering to a halt

first scheduled for completion by early June - would help to perk up public interest. It may still do so, but not now until after the election - and only if the centre-right wins. The lingering ambivalence of public attitudes towards privatisation has encouraged the Socialist party to pledge that it will initially only to big industrial users.

The telecoms reforms in particular have to date received high marks from observers both for their transparency and for their fairness to the entrenched state monopoly's future private-sector competitors.

What the government has failed to do is instil the sort of spirit of "popular capitalism" that shows signs of taking root in some other EU countries.

The momentum of the privatisation programme has stalled badly as the easier disposals have been completed and the government

with a string of reforms to improve management of public sector companies.

The centrepiece of the

reforms was the creation of a new state shareholder council reporting to the finance ministry and charged with evaluating ways the state

should intervene in the running of public sector compa-

nies.

Of course, the fact the

state is taking such pains to

brush up its management

methods implies that the

mainstream right is still far

from advocating the privati-

sation of certain entities, notably public service providers such as Électricité de France, the post office and the French railways.

But for the remaining pub-

licly held companies the

assumption is firmly that a

centre-right victory would

lead to a renewed privatisa-

tion drive, with Banque

Hervert and possibly Air

France behind France Télé-

com and Thomson-CSF in

the vanguard.

Some even believe the lure

of easy money from privati-

sation proceeds would, in

time, prompt the left to sanc-

tion the sale at least of a

minority stake in France Télé-

com. In the meantime,

however, a Socialist victory,

would bring the state's flag-

ging disposal programme

juddering to a halt.

Albania's PM appeals to west

By Kevin Done,

East Europe Correspondent

foreseen consequences".

Western governments

warned failure to reach

accord on the electoral pro-

cesses could lead to with-

drawal of the 6,000-strong

force of foreign troops

deployed last month to pro-

tect distribution of humani-

itarian aid.

Italy, the leader of the

multinational force, called on

all political groups to

make concessions. Mr Berisha

and his welfare-led

government have stalled on

the measures, many of

which would alienate grass-

roots supporters of his Wel-

fare party, has increased

tension between the Islam-

ist wing of the government

and the military, which sees

itself as the guardian of

modern Turkey's secular

tradition.

In recent weeks, senior

generals have identified as

their main concern the

"anti-secular" threat posed

by what they see as a grow-

ing Islamic radical move-

ment that has flourished

under the Welfare-led gov-

ernment.

Although the military,

which has assumed power

three times since 1960, rules

out another intervention by

force, the stand-off between

the generals and the Islam-

ist wing of the government

has weakened the coalition

to the point where it has

ceased to function, many

analysts say.

The government's

call on the government to

purge Islamic activists from

public offices, to enforce

more tightly restrictions on

religious dress, and to enact

education reforms designed

to discourage the growth of

religious middle and second-

ary schools.

Mr Erbakan's stalling on

the measures, many of

which would alienate grass-

roots supporters of his Wel-

fare party, has increased

tension between the Islam-

<p

Netanyahu rejects US 'empty settlements' claim

By Judy Dempsey
in Jerusalem

Mr Benjamin Netanyahu, the Israeli prime minister, yesterday rejected US claims that at least a quarter of homes in Jewish settlements in the West Bank and Gaza were empty.

"This is a groundless assertion," he said while visiting settlements in the Jordan Valley. "I can assure you this is not the situation. I can't give you precise figures but the so-called report is false by an order of magnitude to put it mildly."

The US research report, compiled over several months through satellite photos and other means and obtained by the daily Ha'ar-

etz newspaper, said there was no need for Israel to expand settlements since 26 per cent of the homes in the West Bank were vacant. The vacancy rate was as high as 56 per cent in Gaza.

US officials yesterday confirmed that Mr Dennis Ross, the US Middle East envoy, had presented the report to Mr Yitzhak Mordechai, the Israeli defence minister, last week. But they said Mr Mordechai had insisted there was a need to expand the settlements because of the rapid population increase among the settlers, leaving Washington increasingly exasperated with the hard-line policies pursued by the Netanyahu government. Mr Martin Indyk, the outgoing

The Palestinians have called for a halt to the expansion and building of new settlements as a precon-

dition for restarting the peace talks, which were suspended last March after Israel started work on a new settlement at Har Homa in south-east Jerusalem. They say this will cut off the West Bank from East Jerusalem and at the same time allow the Israeli government to establish "facts on the ground" before the start of the final status talks.

Israel's ambassador to Jordan, Mr Oded Eran, said yesterday he was withdrawing his resignation a week after announcing he was quitting in protest at being kept in the dark over a secret meeting between the leaders of the two countries. Reuter adds from Jerusalem.



Netanyahu greets children during a visit to the Jordan Valley settlement of Fatazeh yesterday

'Zaire' comes to grips with new reality

By Michael Wrong
in Kinshasa

The radio presenter's gaite said it all. "This is the Voice of Zaire... I mean, the Voice of Congo, wishing you a good morning."

Three days after the Alliance of Democratic Forces for the Liberation of Congo (AFDL) seized control Kinshasa is still struggling to come to terms with a new reality.

The symbolic changes are easiest to make. Shops and offices have taken down signs using the word Zaire: the name adopted by President Mobutu Sese Seko is no longer considered acceptable.

Once-omnipresent portraits of the leader who is now killing time in the west African state of Togo have disappeared.

The flag of post-indepen-

dence Congo, gold stars on a blue background, flies in front of embassies. Local

newspapers, concerned the younger generation may not know the words, publish the text of "Debout, Congolais" (On your feet, Congolese), the national anthem of the pre-Mobutu years.

A priority for these forces is incorporating the country's vast army into its ranks, the better to counteract any impression of being little more than a Ugandan or Rwandan occupation force.

Thousands of defeated sol-

diers and paramilitaries, occasionally jeered by onlookers, queued at barracks yesterday to have their military papers recorded in the hope of eventual rehiring.

If the task facing the AFDL's military wing is formidable, the movement's civilian apparatus is just beginning to register the complexity of the job it has taken on.

The deluge of job-seekers, carpetbaggers and influence peddlars has been so overwhelming that cynics predict the faction within the AFDL that is arguing in favor of moving the capital south to Lubumbashi will win out.

Observer, Page 19

S Africa dispenses a miracle cure

Its armed forces are teaching the art of peace not war, Roger Matthews reports

Deep in a heavily protected bunker in Pretoria, the South African army has been reviewing its latest foray across its northern borders. "It was one hell of an achievement," says Colonel Kobus Loubsier, the officer responsible for planning the operation. "I really felt that in the kingdom of the blind we were the one-eyed kings."

A few years ago, his election would have been caused by the damage just inflicted on the African National Congress or its allies. But today the ANC leader, Mr Nelson Mandela, is Col Loubsier's boss, and the topic is peace, not war. Having narrowly avoided disaster at home, South Africa is preparing to offer its own miraculous cure to the rest of Africa.

During the battle to maintain apartheid, the South African armed forces had largely ignored borders. They went where they wished, and caused mayhem as they saw fit. So it was an historic moment last December when the army command received its first offi-

cial invitation to send troops to a combined exercise in neighbouring Zimbabwe to learn peacekeeping.

"The troops were really excited when we crossed the border, though a lot of them had been convinced we were heading for Zaire," says Lt-Colonel A.P. Theron, commander of the unit drawn from the 2nd Infantry Battalion, which also provides South Africa's rapid deployment force. "It was a really interesting experience for me too, because I had been to Africa before, in rather different circumstances.

He was also commanding a rather different group of men. Since Lt-Col Theron's more aggressive days, the motorised 2nd Infantry Battalion has undergone its own transformation. Serving alongside the old regulars are former enemies from Umkhonto we Sizwe, the guerrilla wing of the ANC, and men from the Azanian People's Liberation Army, which was aligned to the Pan Africanist Congress and fought under the slogan "One settler, one bullet".

"We are now a formidable force," says Lt-Col Theron. "Just think how much different experience and knowledge we bring to bear." But all had a blind spot when it came to peace-keeping, the role many western powers want to see Africa doing for itself. "The rest of the world does not want to get involved in Africa, but everyone is keen to train us," says Col Loubsier.

Once, you went to war; now you must learn to negotiate'

The trainers on this occasion were primarily British with a wealth of experience in peace-keeping operations, and in assisting the amalgamation of regular armies with former guerrillas.

But it was a new world last month for the 250 South Africans and the 1,250 troops from seven other African nations. They had to learn to get on not only with one

another, but with alien concepts. "It is a whole different attitude," says Lt-Col Theron. "In the past if people didn't agree with you, then you want to war. Now you have to learn about negotiation. It was a big adjustment, but we learned a lot that can't be achieved in the classroom."

The South Africans also learned that the Lesotho platoon attached to them had to be provided with weapons, that officers from Mozambique needed translators, and that the Zimbabwean kitchen dished out too much porridge and too little meat, along with warm beer.

Vehicles were not always compatible, communication equipment did not always interface, and the functions of operational headquarters needed to be urgently reviewed. "There were plenty of bumps," says Lt-Col Theron. "But we broke the ice and got on really well. Maybe it was as well we took our own kitchen. By the end, everyone was coming to us for beer."

He and Col Loubsier accept

that a substantial amount of work needs to be done before the eight-nation force is ready to be tested in the field. "When the button is pushed everyone must know exactly what is required of them," Col Loubsier says.

"Governments must decide what our basic peace-keeping doctrine is to be. With the organisation of a large force such as this, we must be able to move from one country to another as easily as possible. And we have to agree on operational procedures so that each country plays to its strengths."

The 17-day exercise was, as Lt-Col Theron says, "a really historic event" for southern Africa; he hopes enough money will be available from reduced military budgets for another exercise next year. But how would he feel about heading to Zaire, for instance? "I would happily take one or two battalions of South Africans where our doctrine and equipment is compatible. But it is going to be some time before a joint operation could be mounted effectively."

Victory claim by Taliban

The fundamentalist Islamic Taliban militia claims to have captured the strategic Shimbir Pass and advanced to within three miles of the Shab Moslem stronghold of Bamyan in central Afghanistan, Reuter reports from Kabul.

Mullah Said Mohammad Haqqani, a Taliban spokesman, told the Pakistan-based Afghan Islamic Press service yesterday that Taliban fighters "could enter Bamyan any time this evening".

There was no independent confirmation of the reported gain by the Taliban, which has been trying for months to dislodge the Shia opposition Hezb-i-Wahdat faction from the Shimbir Pass.

Hezb-i-Wahdat is one of three main factions in a loose anti-Taliban alliance. The alliance took a body blow on Monday when General Abdul Malik, a key commander, launched a pro-Taliban uprising. Talks are under way to try to keep Gen Malik within the opposition alliance.

The lower ranks are the

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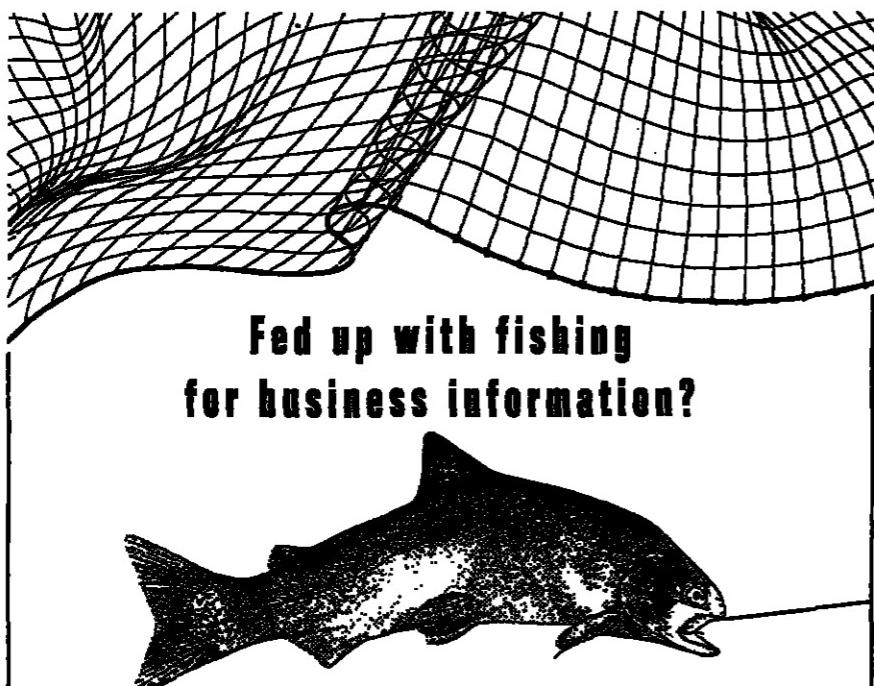
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CONTRACTS & TENDERS

**REPUBLIC OF TUNISIA
MINISTRY OF EQUIPMENT AND HOUSING
Unité de Réalisation de la Cité Olympique 7 November 1987 à Radès**

International Tender No. 8

The Ministry of Equipment and Housing's Unité de Réalisation de la Cité Olympique 1987 à Radès calls for international tenders to carry out technical inspection of the feasibility studies to build a football stadium with a capacity of 60,000 spectators.

Interested, specialised and duly authorised parties may obtain the relevant files from the following address as and from May 12, 1997:

Unité de Réalisation de la Cité Olympique 7 November 1987 à Radès,
11 Rue 8160 Cité Olympique, (Behind Service Météo) 1002 - Tunis - Tunisia

Tenders should be sent to the above address in sealed envelopes addressed to Monsieur le Directeur de l'Unité de Réalisation de la Cité Olympique 7 November 1987 to arrive no later than June 17, 1997.

The outer envelope should be strictly anonymous and marked: "Do Not Open - International Tender for technical inspection." This envelope should contain two inner envelopes marked A & B.

Envelope A should contain the documents indicated in article 8.1.1. of the tender conditions, and envelope B should contain documents indicated in article 8.1.2.

**Caracas
faces
public
sector
crisis**

By Raymond Colitt in
Caracas

Corruption and inefficiency in Venezuela's colossal public sector has reached such a level that it appears to be on the verge of collapse, according to a watchdog.

Basic public services, from health to justice and education are in a poor state, a biting report released by Mr Eduardo Rochez Lander, the controller general, says. "We have a budget, offices, officials, and tasks but we do not have a state with organised and efficient institutions, rules, and goals that are met. The state is dissolving into chaos and inefficiency," it says.

The controller general, an autonomous watchdog of the public sector, says the Venezuelan state is not capable of approving a plan for the nation, much less implementing it. Nor can it issue identity papers or provide for collective security.

Most Venezuelans are aware that the controller general's snapshot of the Venezuelan state is painfully accurate. Perhaps more than elsewhere in Latin America, the public sector in Venezuela - fuelled by decades of seemingly endless oil revenues - grew faster, larger and more corrupted than elsewhere.

As long as enough funds were pumped into the system some service or benefit trickled through the inefficient state apparatus. Yet with the onset of the debt crisis, followed by a financial and economic crisis, state coffers dried up and the inflated state began to crumble like a deck of cards.

Decaying government office buildings, packed with unpaid, idle employees in downtown Caracas are only the most visible sign. What remains is little more than an empty structure of concrete and tedious regulations. "One can say without exaggeration, that none of the public services works efficiently," says Mr Arturo Ustar Pietri, Venezuela's most prominent intellectual, adding that the decay of the state has been causing wide-spread popular discontent and is a serious threat to democracy.

Corruption and inefficiency make justice as well as construction permits unattainable for some and very costly for others. Many businesses employ an army of messengers, clerks and lawyers to cut their way through the red tape and pay bribes to government officials.

Countless high-profile cases of corruption have surged in nearly all branches of the state. Yet few have made it to court.

By Richard Waters
in New York

One of Wall Street's favourite methods for restructuring large American companies may not be dead entirely, but it is about to become far rarer and a good deal more expensive, to judge from the evidence of recent days.

At issue has been a popular scheme used by corporate America to shed marginal, unprofitable or otherwise unwanted businesses free of tax. Such disposals have become a common feature of the mergers and acquisitions landscape of the 1990s, as companies follow the current management orthodoxy of focusing on "core" businesses and selling or spinning-off everything else.

A month ago, Congress cast a chill over such deals - and the merchant bankers and lawyers who make a living

out of arranging them - by proposing to ban a structure that allows them to be free of tax. Known as a Morris Trust, the method has been in use since the mid-1960s but has risen to prominence only in the past two years.

"The legislation is going to stop a significant number of transactions that would otherwise have occurred," said Mr Joseph Frumkin, head of Mergers and Acquisitions at Sullivan & Cromwell, a New York law firm.

Evidence of that appeared

to come last Friday from US West, one of the country's biggest telecommunications companies. US West said it planned to shuffle its telephone directory publishing business, worth by its own reckoning, some \$4.75bn, between its two separate business units by using a Morris Trust scheme. But this internal reorganisation will not happen if the new

law, as currently drafted, goes through, it said. The tax bill on the deal, it says, would simply be too high.

A measure of the likely cost came this week with news of a plan by Harte-Hanks, a US media company, to sell various newspapers and broadcasting businesses to E W Scripps. Under a Morris Trust arrangement, the companies said, the purchase would cost around \$625m; but if Congress goes ahead with the ban as planned, the price will rise to \$775m to compensate Harte-Hanks for its tax bill.

According to Wall Street

lawyers and bankers, many companies will simply not pay this price. That could mean they will either not bother to dispose of unwanted businesses, or they will choose to spin them off into stand-alone companies, rather than sell them to others. "To allow people to reorganise their

businesses on a tax-free basis is positive from a public policy point of view," said Mr Phil Keevil, a managing director at Salomon Brothers.

A handful of prominent

transactions are already in danger. Rumours that the Clinton administration was planning to crack down on Morris Trusts had prompted a spate of deals in recent months as companies rushed to get their deals approved.

The actual announcement

of the tax plan in mid-April took most people by surprise, though, and has left a number of deals in limbo.

Among these is a separate

plan by US West to sell its wireless telephone business for \$5bn and a much-discussed plan for H&R Block to sell CompuServe, its online service company, to America Online.

To a large extent, Wall

Street has brought the new tax legislation down on

itself. A spate of giant transactions in recent months, including General Motors' sale of its defense business for \$9.5bn and Rockwell's transfer of its aerospace and defence operations to Boeing for \$3.2bn, have prompted concern.

Also, many companies

have openly flouted the tax code, according to some on Wall Street. In many transactions, the businesses to be sold have been loaded up with debt - allowing the seller to take billions of dollars of cash out of the business - before they are transferred.

Such apparent abuses are

not new. Bass, the British brewing and leisure company, benefited from a structure like this when it bought Holiday Inn in 1988, according to one adviser. It is their sudden rise to prominence, though, that seems to have finally prompted a crack-down on the entire area.

NEWS: THE AMERICAS

Unashamed patriot trying to sell foreign policy to the people

Madeleine's mission impossible

By Patti Waldneir
in Wilmington, Delaware

The US secretary of state has become the travelling saleswoman of US foreign policy.

Carrying her own personal soapbox from one small American place to another, the diminutive Mrs Albright - "just-call-me-Madeleine" - has set out to prove to an oblivious, if not hostile, populace that foreign policy matters. That has always been a tough sell, but since the end of the grand moral play known locally as the cold war, it has become far tougher.

On Monday, Mrs Albright took her pitch to the people of Wilmington in Delaware, credit card capital, international trade port and home of the Du Pont dynasty. All day long she shook hands, signed autographs, and invited the dockworkers and dawagers of Wilmington to cozy right up to American foreign policy.

"I sure do like to be called Madeleine," she said, to break the ice at a "foreign policy briefing" for the women of Wilmington. Then she ranged over the issues of the day, from China's trade policy to female circumcision, detouring via anecdote to enliven a dry tale.

When it came to the issue of Chinese repression, Mrs Albright had first-hand experience: she recalled that,

when in Beijing for the 1995 woman's conference, she had been prevented from ironing her dress because of a Chinese ban on women visitors ironing in their hotel rooms. The moral was clear: Washington must champion women's rights worldwide; no one else will.

But Mrs Albright was careful not to limit her argument to the purely moral. In Poughkeepsie and Peoria, morality has weight in foreign policy, but self-interest is arguably even stronger. America is fighting for women's rights worldwide, "first because it's moral, and second because it's just plain smart," she said. Again and again, she used the same argument of realism rather than altruism to defend American policies. "Whether in Burma, Burundi, Baghdad or Beijing," she said, "America needed to be 'both right and smart'."

Effortlessly, she elided morality and national interest on the most newsworthy issue of the day. President Bill Clinton's campaign to renew most favoured nation trading status for China MFN was "good for America," but also good for human rights in Hong Kong, she added, arguing that Hong Kong could preserve its way of life under Chinese rule more easily if Beijing were engaged on trade, rather than punished.

Teetering on high heels on

the gangplank to a banana boat in the port of Wilmington, or standing on the platform she carries to elevate her at lectures, Mrs Albright exudes the kind of unashamed patriotism which gives her message credibility in middle America. Many of those present, veterans of the Vietnam era of anti-war protest, welcomed the fact the secretary of state, herself an immigrant, could show such unabashed chauvinism.

"I wanted more than anything else to be an American and it's the greatest thing in the world to be," she said. Mrs Albright can say things which, they agreed, the protest generation might still shun away from:

"It's only too bad she wasn't born here," one elderly lady opined, referring to the constitutional ban on immigrants in the White House. "Otherwise she could be president."

Top Chilean official in trouble on drugs case

By Imogen Mark in Santiago

Passive smoking fears

By Richard Tomlins
in New York

Second hand cigarette smoke almost doubles the rate of having a heart attack, according to a study by the American Heart Association, a public health advocacy group strongly opposed to smoking. The study appears to show passive smoking is more dangerous than previously thought.

The Silva case was a coup for the council for the defence of the state, a government watchdog, which directed the operation with a hand-picked group from the plain-clothes police force, known as "the untouchables", a reference to the team who investigated the American gangster Al Capone in the 1930s.

Last week the head of the team, Mr Nelson Mery, said several senior members of his force were being investigated as possible accomplices of the Silva ring.

Chill over Wall Street tax-free deals

Congress is proposing to ban Morris Trust schemes used in sales and mergers

By Richard Waters
in New York

One of Wall Street's favourite methods for restructuring large American companies may not be dead entirely, but it is about to become far rarer and a good deal more expensive, to judge from the evidence of recent days.

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The bottom line...

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Clive Cowdry, Chief Executive, Scottish Amicable International Assurance.

WTO chief upbeat on China

By Justin Marozzi in Manila

Mr Renato Ruggiero, director-general of the World Trade Organisation, yesterday delivered an upbeat report on China's progress towards membership of the organisation on the eve of resumption of accession negotiations in Geneva last March.

Speaking at the annual meeting of the Pacific Basin Economic Council in Manila, Mr Ruggiero urged China to make a "very ambitious" offer on market access to WTO members to sustain the momentum gained since the meeting in Geneva last March.

Market access has to date proved one of the thorniest negotiating issues, with China being pressed to open up its services industries including banking and insurance, as well as improving access for exporters to its agricultural sector. Beijing has been arguing it should be considered a developing country and given more lenient accession terms, while WTO members have called for faster liberalisation.

"I'm convinced that if China will really show flexibility and certain others show the necessary flexibility and we all negotiate without taking into account external matters... there will be a successful conclusion," he said.

Mr Ruggiero, who met Premier Li Peng and top trade officials in China last month, said Beijing had made progress in three areas: improving the trading rights of foreign enterprises; a commitment to introduce legislation respecting intellectual property on accession to the WTO; and the elimination of inconsistent regulations relating to trade investment.

Progress was also being made in accession negotiations with Russia and Taiwan, he said.

Growing wave of international objections to overflight charges

UK protests at US airspace fees

By Bruce Clark
in Washington

Britain has taken the lead in what is likely to be a growing wave of international complaints over the introduction of a new system of fees for airlines flying over US territory.

A British diplomat on Monday delivered a "note verbale" or formal message to the State Department setting out the UK view that the system's introduction was neither transparent nor procedurally correct.

Non-US airlines fear the overflight fees, which could amount to \$30m this year, will clear the way for Washington to impose other unilateral charges for

services such as air traffic control, security and cargo-handling.

British Airways as well as Australian, New Zealand, South Korean, German and Canadian carriers have begun action in the US courts to challenge the legality of the Federal Aviation Administration's action under both US and international law.

Most of the flights affected include those from Europe to Mexico and those passing through large segments of airspace in the Pacific controlled by the US.

"Our concern is not with the principle of fees, but the fact that consultations were so rudimentary and the fees are so high," said Mr Tony Fortman, a

BA vice-president.

UK officials stressed that the diplomatic message was delivered at a relatively junior "working level" in order to avoid spoiling the warm Anglo-American atmosphere that was underlined by this week's visit to Washington by Mr Robin Cook, the new foreign secretary.

Strong protests have already been lodged by the Canadian government, which fears that its carriers will have to pay more than the half the fees which the FAA hopes to collect.

But Britain was first off the mark to register its unhappiness when the new system entered force on Monday, following the FAA's refusal of a request

for a deferral. The FAA is under heavy pressure from Congress to raise revenue to help pay for essential air services such as subsidised transport to remote parts of Alaska.

Non-US airlines contend that the US agency has failed to follow the consultation process laid down by the International Civil Aviation Organisation. But the FAA, in its letter rejecting the deferral, was adamant that it has "complied with both international and domestic law in crafting a rule that imposes a fair, non-discriminatory fee."

Mr Michael Korens, a transport consultant, said the looming row was casting a shadow over the politics of

international aviation at a time when a growing number of open-skies agreements was freeing up the business.

In March, the FAA signalled its intention to fall into line with international practice by charging foreign aircraft for flying through its airspace.

The FAA said that user fees would affect mainly commercial airlines, which would be charged \$78.90 per 100 nautical miles for over-flying US territory, compared with other aircraft which would pay \$4.88 - \$15.78 per 100 nautical miles.

The FAA has spent an estimated \$50m providing air traffic control services for which it has not been reimbursed.

US group to build Saudi plant

Fluor Daniel, the US engineering group, has been awarded a \$2bn construction contract to double the capacity of Saudi Yanbu Petrochemical's petrochemicals complex in Saudi Arabia. The complex is owned jointly by Mobil Yanbu Petrochemicals, a subsidiary of Mobil Corporation, and Saudi Basic Industries Corporation (Sabic). The contract involves building a second 800,000 tonnes a year ethylene cracker together with facilities to convert the ethylene into polyethylene and ethylene glycol. The new plant also will produce 260,000 tons of polypropylene and 125,000 tons of pyrolysis gasoline a year.

Andrew Taylor, Construction Correspondent

Oman plans new airport

Plans to build an airport to serve the industrial city of Sohar in Oman were announced yesterday by the country's communications minister, Salem bin Abdullah al-Ghazali. He gave no details of when the project might start or be completed. Sohar is one of two designated industrial zones in Oman. The country is trying to diversify its oil-dominated economy by offering incentives to investors.

• A \$93m contract to build a quay and terminal facilities at the proposed new Raynat container port near Salalah in Oman has been awarded to Wimpey Alawi, now part of Arachrodon, part of the Geneva-based Arachrodon group.

Andrew Taylor

Compaction venture in China

Ingersoll-Rand, the US construction equipment company, is starting a joint venture in China to make soil and asphalt compaction machinery for use in road building and other infrastructure development. The plant in Wuxi, Jiangsu Province, will make systems comparable to Ingersoll-Rand's Blaw-Knox and Titan equipment used in western Europe and north America.

Peter Marsh, London

■ Plextek, the UK electronics design consultancy, yesterday announced the launch of a joint venture to build a city based on information technology industries in Malaysia. More than M\$300m (\$12.15bn) of investment is planned for the 750 square kilometre high-technology zone. The new joint venture, called Unico Communications, intends to work on broadband access and smartcard projects.

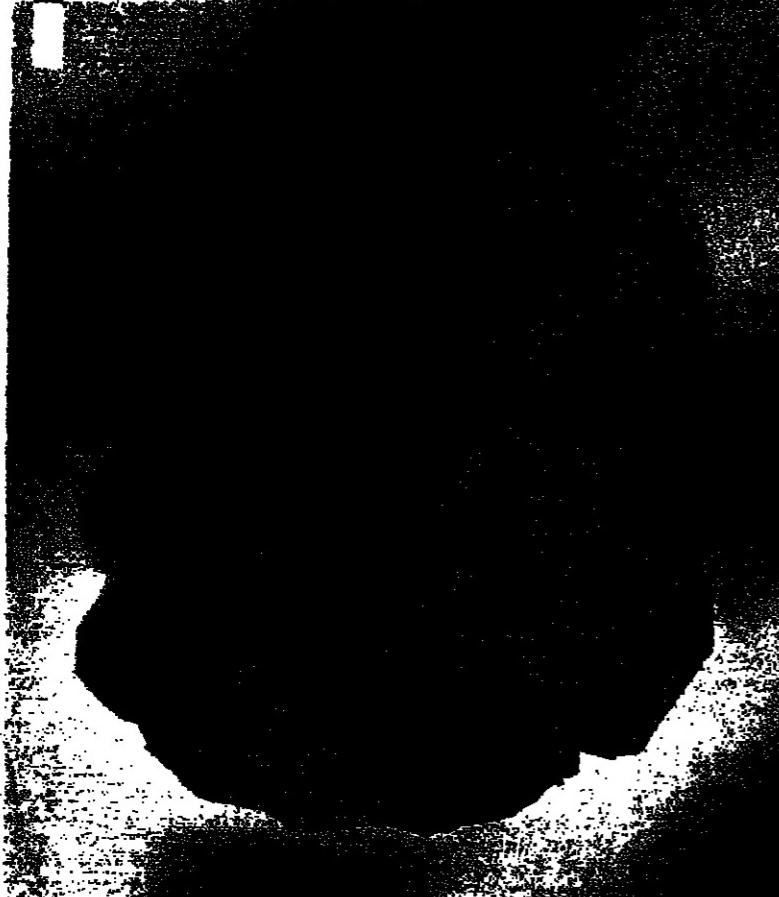
Michael Peel, London

Correction

In our report of May 20 on ACC's deal with Deutsche Telekom, ACC's annual revenues should have been recorded as \$308m and not \$300,000 as printed.

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1



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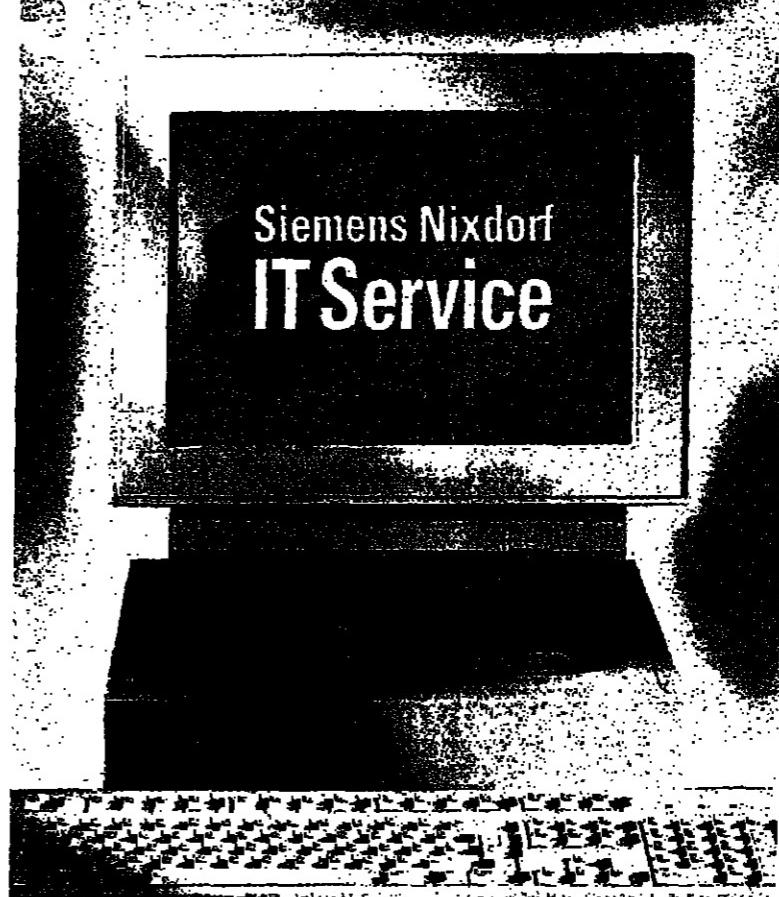
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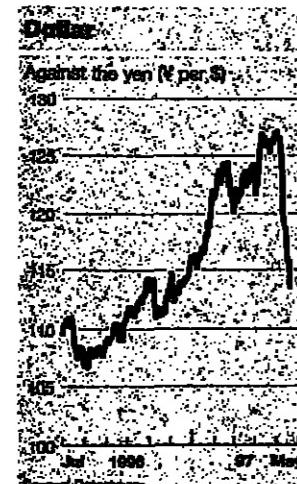
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Siemens Nixdorf: User Centered Computing

NEWS: ASIA-PACIFIC

Yen strengthened by interest rate speculation



By Gillian Tett in Tokyo

The Japanese yen strengthened sharply yesterday after a senior member of the ruling Liberal Democratic party, said there was growing political support for a rise in domestic interest rates.

Mr Koko Sato's statement coincided with signs that the Japanese trade union confederation was also throwing its weight behind a rate rise, fuelling political pressure for a monetary tightening.

However, Mr Taku Yamasaki,

chairman of the LDP's policy research council, later played down his colleague's remark. He said now was not the time to discuss the possibility of a rate rise.

In Tokyo trading, the yen strengthened to Y112 to the US dollar - its highest point for almost six months. It later eased, and in late US trading yesterday stood at Y113.7 against the dollar. The swings left the yen almost Y3 stronger than the previous day's close - and sharply firmer than the Y127 levels earlier this month.

The yen's sudden volatility, which has partly reversed its equally sharp decline in its value over the past two years - yesterday left top Japanese officials calling for calm on the currency markets. Mr Etsuro Sakakibara, a senior finance ministry official who is known as Mr Yen, said: "The pace of the yen's strengthening is too rapid."

Japan's trade union confederation says it would soon make a formal request to the Bank of Japan for a rate rise because the low interest rates were hurting pensioners and savers.

A panel of LDP politicians is due to issue a report within a few days which will also indicate the low interest rate climate may be distorting the financial system.

Mr Sato said yesterday: "The current low interest rate situation is negatively affecting pensioners... and could also invite further fund outflow from the domestic financial market to high-yielding overseas assets."

Traders, meanwhile, said the volatility was unlikely to ease while the markets remained so uncertain about Japanese interest rate movement - and about the Japanese government's longer-term policy towards its currency.

Until recently, most traders assumed Japanese rates were unlikely to rise from their current historic low level of 0.5 per cent until late this year or early next. And since economists suspected that the US Fed would soon

tighten US rates, this helped to push the yen sharply lower.

In recent days Japanese market expectations have risen that a rate rise might occur as early as the summer; partly because the government has recently hinted that the economy had survived the tax increases in April relatively well. Some economists suspect this change in attitude reflects a deliberate attempt by the government to push the yen higher - and ease trade tensions with the US.

China set for Asean summit

By James Kyne
in Kuala Lumpur

The Association of South-east Asian Nations (Asean), the region's foremost political and economic grouping, is for the first time planning to invite China, Japan and South Korea to an informal summit meeting at the end of the year.

Dr Mahathir Mohamad, Malaysia's prime minister and chairman of the summit this year, will extend invitations shortly, a Malaysian foreign ministry official said yesterday.

China is already preparing to attend; Japan and South Korea are expected to follow suit. If the three do attend, it would mark a clear shift by Asean to engaging Asia's most influential nations more closely than the US or the European Union.

The US and EU, like China, Japan and South Korea, are dialogue partners at the annual Asean Regional Forum, but neither has been invited to attend the "Commemorative Summit" to celebrate Asean's 30th anniversary in Malaysia in December.

The Asean Regional Forum (ARF), at which discussions focus on strategic and political issues, is a series of meetings between foreign ministers. Summits are planned as annual events bringing together heads of government. As such, they have the potential

to eclipse the ARF in importance.

December's summit would represent partial realisation of Dr Mahathir's long-standing aim to create an Asian grouping, the East Asian Economic Caucus (EAEC), not predicated on the US.

The planned summit does not constitute a separate group, but its members mirror those Dr Mahathir had proposed for the EAEC.

The US and Japan have long opposed creation of an EAEC, seeing it as not necessarily conducive to the "open regionalism" espoused by the larger Asia-Pacific Economic Co-operation (Apec) forum, of which the US, Asean, China and Japan are all members.

While on a trip through the region in January, Mr Ryutaro Hashimoto, Japan's prime minister, proposed regular summits between Tokyo and Asean's seven members: Singapore, Indonesia, the Philippines, Thailand, Malaysia, Brunei and Vietnam.

Officials in some Asean countries said they welcomed Mr Hashimoto's initiative but such a format could only develop if China was accorded similar treatment. Burma, Cambodia and Laos, expected to become members of Asean at the group's foreign ministers' meetings in July or possibly later this year, are also likely to attend the December summit, officials said.

If China's population of 1.2bn makes a mouth-watering market for anyone, it is for life insurers.

The potential is obvious: the growth has been spectacular, with life insurance premiums reaching Yn83bn (\$3.97bn) last year, 70 per cent up on 1995 and expected to rise to Yn44bn by 2000. The insurance market as a whole is forecast to grow from Yn38bn in 1992 to Yn250bn by the end of the century.

Little wonder that more than 80 international companies are queuing for a slice of the business.

But liberalisation is proving exasperatingly slow and the licensing approval process is intensely political. For the handful of foreign companies being offered a nibble at the market, scores of others are increasingly frustrated at the long and opaque courtship of the Chinese leadership needed to gain even limited access.

Last week, Axa-UAP, the French insurer, was granted a licence, joining the small band of companies allowed to start operations restricted to Shanghai.

American International Group (AIG) was the first to enter the market in 1992 and, unlike the others, has also been given the right to conduct business in Guangzhou. Tokio Fire & Marine from Japan, Winterthur from Switzerland and Manulife from Canada have since won approval to operate in Shanghai.

AIG's success is evidence of the tenacity needed to break into China. The company set up a Beijing representative office in 1990, 12 years before it was allowed to operate in the Shanghai market.

Axa's admission has been quick by comparison. Rival insurers point out approval was secured by President Jacques Chirac's visit to China and the renewed friendship between the two countries since France has quietened its stand on human rights in China.

"The Chinese tell you again and again there is no link between politics and business, but then look at Axa," complains another European insurer. "We have been in China much longer than them, done a lot of hard work in training and technology transfer, and

then there's a cosy political deal for the French. It is really infuriating."

Nearly a year ago Allianz, the German insurer, was poised to be given a life insurance licence and had lined up a local joint venture partner - Shanghai DaZhong - when the German parliament passed a resolution seeking to obliterate Tibet's cultural identity. The approval process was frozen.

Allianz last week reported it had been given permission to set up an insurance company in Shanghai, a step to winning a licence.

Mr Stuart Taylor, chief representative of Royal & Sun Alliance, has still not heard when or if a general licence would be approved. The UK company has been

working closely with state officials, but he does not expect any good news until after Hong Kong returns to Chinese sovereignty on July 1. "If Hong Kong had been settled five years ago, we would already have a licence. No doubt about it."

The concept of insurance is relatively new in China. In the more orthodox years of Communist rule, all assets and liabilities were the property of the state; between 1956 and 1979 China simply suspended its insurance industry.

But the economic reforms of the late Deng Xiaoping restored the principle of individual responsibility and personal ownership, and the People's Insurance Company of China (PICC) was resurrected as a state monopoly to serve the growing demand.

Since the late 1980s, two other nationwide domestic insurers have sprung up: China Pacific Insurance and the Ping An, as well as four regional domestic insurance companies.

In 1995, PICC, still much the dominant player in the Chinese market, started substantial reorganisation, splitting into three companies focusing on life insurance, property insurance and reinsurance.

PICC's rationalisation and the issue of new detailed regulations to supervise insurance agents were in part a response to China's first taste of foreign competition, the arrival of aggressive AIG marketing in Shanghai.

One insurer says: "AIG

came in here and flooded Shanghai with agents using every technique to sell the Chinese all kinds of policies. That worried the Chinese, who slowed down the process. It backfired for the rest of us."

Mr Di Weiping, vice-president of the People's Bank of China, the central bank, which oversees liberalisation of the insurance industry, believes the domestic industry still needs time to develop.

"The insurance industry here is a very infant industry, and as in many economies, people try to protect an infant industry. We have to open the insurance industry very gradually," he says.

Perhaps the most significant change for those companies still hoping to be admitted to the Chinese market is the changing attitude to insurance.

In the early 1990s, the Chinese took to the idea of insurance with great enthusiasm, but still tended to resolve loss or damage through traditional routes: a deal with the police or an agreement meted out by the local party secretary.

Recently, people have been starting to press their claims. Mr Taylor of Royal & Sun Alliance says: "The market is really getting to grips with the way insurance works. People are beginning to understand what a policy can do for you and the pressure is on to pay out for damages."

James Harding

HK chief justice named

By Louise Lucas
in Hong Kong

Mr Andrew Li, a member of the Hong Kong governor's advisory cabinet, was yesterday appointed chief justice for the post-colonial administration.

He will sit at the apex of the territory's new legal structure, the Court of Final Appeal, which takes over from the UK Privy Council after June 30.

Mr Chris Patten, governor of the colony - who was in London for talks with Mr Tony Blair, British prime minister - and Mr Justice Power, the acting chief justice, both welcomed Mr Li's appointment.

"I wholeheartedly welcome that announcement," Mr Patten said. "It's very good news for the rule of law in Hong Kong that such a distinguished lawyer has been chosen in that post."

Mr Power promised "all members of the judiciary will give unstinting support to the new chief justice."

Mr Tung Chee-hwa, who takes over from Mr Patten as chief executive on July 1, will formally appoint Mr Li the same day. He called Mr Li an outstanding lawyer and added: "An independent judiciary has been and will remain the cornerstone of Hong Kong's stability and prosperity."

Mr Li is seen as being able to judge independently and uphold the rule of law, which many businessmen say is vital in ensuring Hong Kong's continued success after the handover.

Mr M.K. Kaw, India's newly-installed civil aviation secretary, said the accord would "promote closer commercial and economic relations". It follows efforts to foster ties after the visit of China's President Jiang Zemin to Delhi earlier this year. Annual bilateral trade is \$1.2bn representing 2.3 per cent of India's trade and 0.4 per cent of China's.

Mark Nicholson, New Delhi

ASIA-PACIFIC NEWS DIGEST

Singapore trade picks up

Singapore posted its best trade performance for six months in April, reinforcing growing opinion that its economy is gradually recovering. Non-oil domestic exports jumped by an unexpected 5.9 per cent to \$87.7bn (US\$5.6bn) in April compared with the same month a year ago. This reverses five consecutive months of decline, mainly due to a slump in global demand for electronics products, which account for more than 60 per cent of Singapore's exports by value.

The main reason for the upturn was a 22 per cent rise in disk-drive exports to the US and an 11 per cent increase in semiconductor exports to all countries, though the Trade Development Board said it was too early to conclude the recovery in global electronics demand had begun. However economists said that an upward trend was likely.

James Kyne, Kuala Lumpur

Riots mark Indonesia election

Riots broke out in central Java yesterday and troops fired shots in the capital Jakarta as thousands of people poured onto the streets in support of a minority Moslem-backed party contesting elections on May 29. Witnesses said up to ten thousand supporters of the Moslem-oriented United Development Party (PPP) attacked an office of the ruling Golkar party in the town of Pekalongan about 260 miles (415 km) east of Jakarta.

In the capital, a riot nearly broke out after police earlier broke up a street battle between backers of the PPP and Golkar. Yesterday's violence flared despite a decision by PPP leaders not to campaign in Jakarta yesterday after street battles between its supporters and Golkar rivals last weekend.

In financial markets, the rupiah softened slightly on reports of the violence, easing about three points from the opening to 2,444 against the dollar.

Reuter, Jakarta

India-China air links agreed

India and China have agreed to inaugurate formal air links, permitting their national carriers to fly twice weekly between New Delhi and Beijing. Direct travel between the two capitals has to date been possible only on a fortnightly flight operated by Ethiopian Airlines. The lack of air links reflects poor trade, diplomatic, cultural and other exchanges between the two countries, which went to war over a still unresolved border dispute in 1962.

Mr M.K. Kaw, India's newly-installed civil aviation secretary, said the accord would "promote closer commercial and economic relations". It follows efforts to foster ties after the visit of China's President Jiang Zemin to Delhi earlier this year. Annual bilateral trade is \$1.2bn representing 2.3 per cent of India's trade and 0.4 per cent of China's.

Mark Nicholson, New Delhi

Boat people checks blocked

Vietnam has blocked British and Hong Kong officials from carrying out checks to ensure former boat people are not being discriminated against on their return from camps in the British territory. The move worries diplomats as it comes only weeks before Hong Kong reverts to Chinese sovereignty and flies in the face of Hanoi's previous pledges to ensure smooth reintegration of its former asylum seekers.

Vietnamese being forcibly repatriated have been monitored by British and Hong Kong officials to ensure they are receiving proper access to education, identity papers and jobs. No formal agreement exists between Vietnam and Britain for these checks, but the Vietnamese authorities have given tacit agreement for them over the last five years.

Jeremy Grant, Hanoi

The move coincides with a government decision to lock up cigarette vending machines in public places from 11pm until dawn. This is ostensibly to prevent children from buying cigarettes, but its impact is thought to be minimal.

Such measures, however, have been carefully tailored to limit the impact on powerful vested interests, beginning with the government's vastly lucrative stake in Japan Tobacco. The formerly state-owned cigarette company maintains a monopoly on the right to produce tobacco in Japan, and still boasts a domestic market share of over 80 per cent.

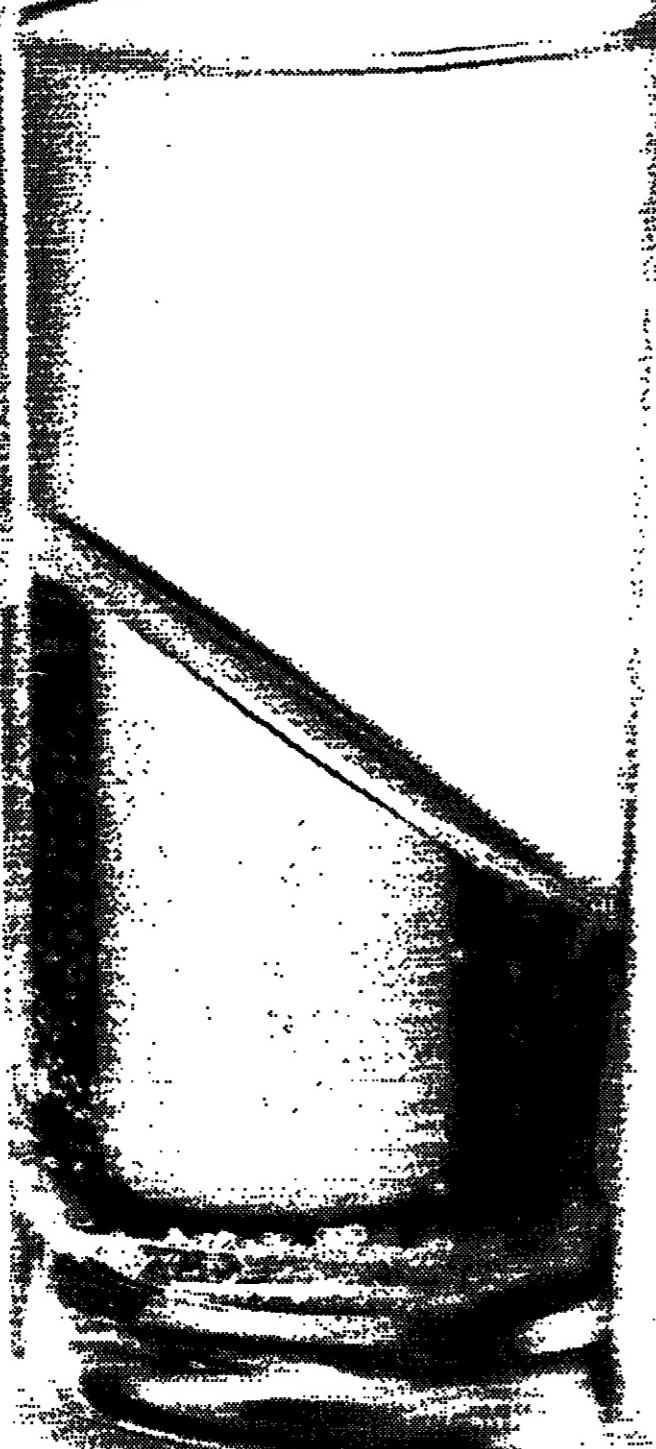
More significantly, the company lists as its majority shareholder "the finance minister", who controls a 37.1 per cent stake on behalf of his ministry. In the business year to March, Japan Tobacco is expected to report sales of nearly Y3.800bn (\$31bn), up from Y3.548bn last year.

Anti-smoking activists are now castigating the health ministry for disabling its embryonic campaign in defiance to the more powerful finance ministry.

Their ire has been fuelled by Japanese media reports that the white paper's much-vaunted cautious against smoking will be offset by arguments in favour of the habit.

If public figures are supposed to set examples, that too will be difficult in Japan. The prime minister, Mr Ryutaro Hashimoto, happily chain-smokes in public.

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By Gwen Robinson in Tokyo

Japan has a nicotine-stained reputation and the government wants to clean it up.

But this could be expensive and unpopular.

The yellowing offices shrouded in smoke; chain-smoking businessmen in train carriages; and cigarette vending machines dotted throughout towns and cities are evidence of a nation of heavy smokers whose habit is a massive revenue earner for the government.

The only health warning currently required on cigarette packets is that smoking "may possibly harm your health, so please be careful not to smoke too much - and please observe good smoking manners".

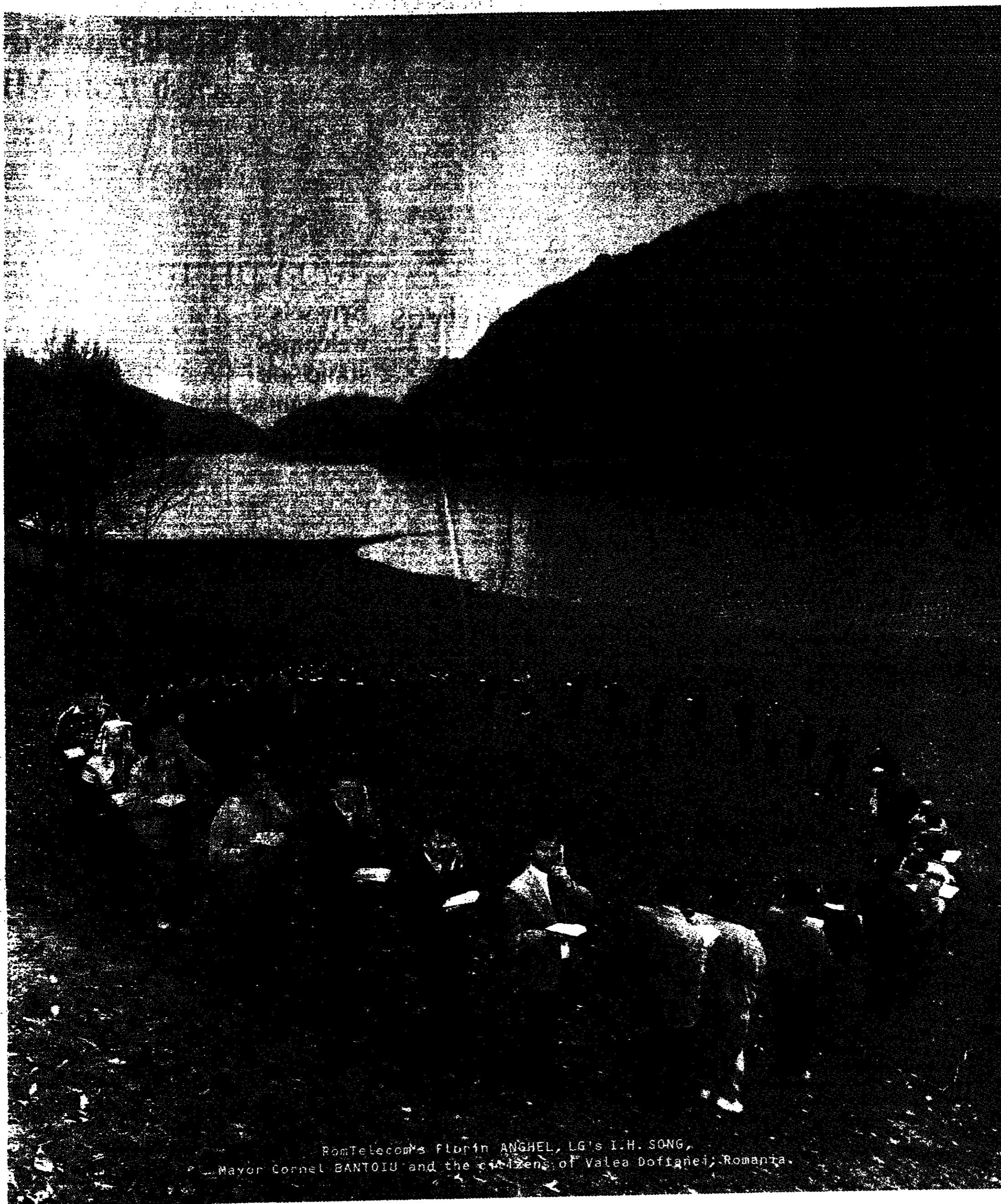
It is a characteristically polite Japanese response to an issue which the government now believes requires more than politeness. It is now taking its first tentative steps actively to curb smoking.

In spite of a slowly emerging anti-smoking lobby, Japan is one of the largest tobacco markets in the advanced industrialised world.

The health ministry recently decided to include for the first time - a chapter on smoking in its forthcoming annual white paper on health issues. The paper will state that smoking is harmful to health and briefly mention links between smoking and lung cancer, according to ministry officials.

The move

In 1996, LG invested over US\$9 billion to grow its business.



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Mayor Cornel BANTOIU and the citizens of Valea Doftanei, Romania.



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NEWS: UK

Talks with Sinn Féin resume today for first time after ending of IRA ceasefire in 1996

Adams deplores Blair's 'barren' attitude

By John Murray Brown
and John Kampfner

British officials will today face Sinn Féin for the first round of talks since February 1996, when the Irish Republican Army ended its 18-month ceasefire with a bomb in London.

The restoration of official contact comes five days after Mr Tony Blair, in his first attempt to revive the search for a settlement, said he would allow preparatory discussions to take place before a formal ceasefire announcement by the IRA.

However, the prime minister

made clear he did not intend to negotiate terms for a ceasefire ahead of the June 3 resumption of multi-party Northern Ireland talks from which Sinn Féin is still excluded.

In an apparent hardening of the Sinn Féin position, Mr Gerry Adams, its president, called for "immediate" access to the talks, once the IRA called off its campaign.

The UK and Irish governments have until now agreed there would have to be some period to verify the ceasefire, although Mr Blair, in his speech in Belfast last Friday, did not mention a time frame.

Mr Adams told the Irish News, a moderate nationalist newspaper in Northern Ireland, that Mr Blair's speech was "barren of new thinking".

Nationalists felt disturbed to hear Mr Blair declare himself a unionist with such gusto, Mr Adams said.

There was no point pretending partition of the Island of Ireland was a solution, he added. "If progress is to be made, then the new government must give a new political direction to its officials". In the only sign of flexibility, Mr Adams said the IRA would call the "unequivocal" ceasefire sought by

London, Dublin and Washington if it received "clear assurances" that a "genuine peace process" was on offer.

Mr Adams said: "What is needed here is new thinking. Sinn Féin will play a positive role. Let people be absolutely assured: We are in a peace negotiation mode. That is the mood Sinn Féin is in. We want to move it forward."

He appeared to reject government calls for the end to so-called punishment beatings, saying that a ceasefire "would represent the most important confidence-building measure on the IRA's part".

The main constitutional parties

have welcomed Mr Blair's first foray into the peace process, with the Ulster Unionist party reacting with equanimity to the restoration of exploratory talks with republicans. The Ulster Unionists are the largest pro-British party in Northern Ireland.

However, the more hardline Democratic Unionists accused British ministers of "reckless and irresponsible" behaviour. "The government can cobble together any deal it likes with the IRA, but no decision of theirs will be binding on the unionist people," said Mr Peter Robinson, the Democratic Unionist deputy leader.

UK NEWS DIGEST

Row grows over cash from MP

Pressure grew yesterday on the Labour party leadership to take disciplinary action against an MP at the centre of allegations that he gave money to a rival election candidate.

The case of Mr Mohammed Sarwar, who denies any impropriety, will be discussed at a meeting today of the National Executive Committee, Labour's main organisational body. Mr Sarwar, who won a Scottish seat in the general election after a fierce tussle with Scottish nationalists, is Britain's first Muslim MP.

Senior Labour officials said Mr Sarwar had admitted that he had given an independent candidate £5,000 (\$8,100) – but in the form of a loan and after the election campaign had ended. Police have launched an investigation into allegations of bribery after receiving instructions from Scotland's chief law officer.

Mr Sarwar has issued a writ for defamation against a newspaper, which alleged that he had offered money to Mr Badar Islam, standing in the same Govan district of Glasgow as an Independent Labour candidate, in return for toning down his campaign. The NEC, which consists of senior cabinet members, party officials and trade unionists, will be presented with a report outlining the background to the Sarwar case, including the divisions his selection caused locally. John Kampfner, London

■ DEFENCE

Missile system choice delayed

The government has postponed a decision on which missile will be used as the main armament for the Eurofighter next-generation combat jet by awarding both competing teams \$5m (\$8.10m) development contracts.

Matra BAe Dynamics and Hughes (UK) will spend a year reducing the risks in the Future Medium Range Air-to-Air missile programme before the government decides which missile it wants. The Ministry of Defence had been scheduled to choose between the two by the middle of the year, but worries over the ramjet technology used on the missile has provoked the delay.

Postponing a decision means the ministry can avoid making a choice while its strategic defence review is under way. Bernard Gray, London

■ BARINGS

Settlement closer for investors

Holders of bonds and perpetual notes issued by Barings, the merchant bank which collapsed in 1995, should get some of their money back after the company's administrators said they had reached an agreement in principle on a settlement.

The deal has been pieced together by the City Disputes Panel, an unofficial arbitration body. It has not yet been put to bondholders or noteholders for approval, and participants in the settlement were nervous yesterday that it could still fall apart.

The Barings administrators – Mr Nigel Hamilton, Mr Alan Bloom and Ms Maggie Mills of Ernst & Young – said yesterday they would take the agreement to court for approval in the coming months. ING, the Dutch insurance group, took over the Barings business after its collapse, but that left bondholders with a claim on Barings plc, a defunct company.

Besides ING, contributors to the settlement could include the brokers to the three bond and note offerings: ABN Amro Hoare Govett; EZW, the investment banking arm of Barclays; and Cazenove. George Graham, London

■ INDUSTRIAL RELATIONS

Peace hopes in public staff dispute

The prospect of a prolonged period of industrial relations peace in local government grew yesterday with the announcement that delegates representing 860,000 local government staff in Unison, the public service union, backed a pay and single status agreement. The members will be asked to support that decision in a secret ballot to be held next month. Earlier in the week, the overwhelming majority of the 100,000 council staff who belong to the Transport and General Workers' union also voted for the deal, the largest of its kind in Britain.

While only a third of the T&G workers involved participated in the postal ballot, almost all of those backed the deal. "This result means an end to low pay and the introduction of equality of status for manual and non-manual workers by the millennium," said Mr Jack Dromey, the union's national secretary responsible for local government.

Robert Taylor, London

■ RECORDED MUSIC

Retail album sales fall by 7%

The music industry suffered its first quarterly fall in album sales since 1992 during the first three months of this year, official figures showed yesterday.

A dearth of exciting releases and a decline in cassette sales were the main reasons for the slowdown. Figures from the British Phonographic Industry, the trade association, reveal that the number of albums sold at retail outlets fell 7.1 per cent to 41.4m in the first quarter. By contrast, singles were buoyant, with sales up 6.7 per cent to 19.8m. The sluggish first quarter follows a buoyant period for the UK music industry. It enjoyed a 6 per cent increase in retail sales to £1.03bn (£1.74bn) in 1996, during a difficult year for its peers in the US, Canada, France and Germany.

Alice Rawsthorn, London

■ FOOD SURVEY

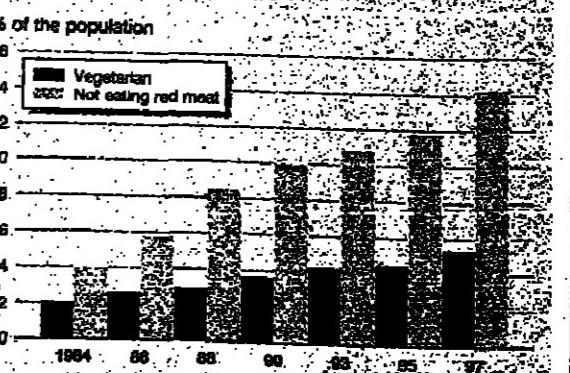
Fewer choosing to eat red meat

More than 14 per cent of the population no longer eats red meat including beef, pork and lamb, and 5.4 per cent are vegetarians, according to a survey published yesterday.

The Realstat Survey, conducted by the GfK polling organisation, showed that on average 13,000 people had stopped eating red meat each week for the past two years taking the total to more than 8m. The crisis over "mad cow disease", or BSE, has played a significant part, with nearly 22 per cent saying this was why they were eating less red meat, compared with 7 per cent two years ago.

Meat off the menu

% of the population



Taste has become more significant, with 24 per cent citing this as their main reason for eating less meat, compared with 16 per cent in 1995.

The survey – for the Haldane Foods Group, which incorporates seven manufacturers of vegetarian meals – interviewed 4,000 people in March, just before the first anniversary of the BSE crisis. Alison Mattila, London

Party over for deflated Conservatives

Britain's once-mighty Conservative party has been dominated in recent years by one overwhelming question: who will be its next leader?

As Mr John Major was buffeted from crisis to crisis in his final years as prime minister, the question of the succession started to overshadow everything that he and his cabinet colleagues did. With his party hurtling towards inevitable defeat after 18 years in government, gossip about the leadership seemed to be the only thing on the minds of Conservative MPs at Westminster.

In the wake of the general election defeat on May 1, the task of choosing a new leader is inescapable and the race is on. In the wake of Labour's landslide victory – the new government's MPs form some two-thirds of the new House of Commons – Mr Major immediately stood down as Conservative leader. Six candidates have set up campaign teams and are preparing to run. The pro-European and anti-European wings of the party are loading their guns and pointing them at each other.

And yet – after all the waiting – the great battle for the leadership is turning into a far more confusing affair than had been expected. With less than a month to go to voting (the electorate at the moment consists only of the party's MPs) no clear favourite has emerged.

Moreover, there is general agreement at Westminster that none of the candidates offers strong hope of defeating Mr Tony Blair, the new prime minister, at the next general election, which must be held within five years.

With the Conservative party reduced to a rump of 164 MPs at Westminster – its lowest figure this century – an unseemly squabble is developing over the rules under which the contest should be conducted.

Looking in more detail at the runners and riders, the first thing to note is who is not in the field rather than who is.

Mr Michael Heseltine, the former deputy prime minister and one of the Conservative's legendary figures of

Once-mighty cohorts of Margaret Thatcher sink to squabbling over leadership voting

In the running



Kenneth Clarke, chancellor of the exchequer from 1993 to this month's general election, is one of the party's most vocal and prominent Eurosceptics.



John Redwood, one of the party's most vocal and prominent Eurosceptics, from John Major's cabinet in 1995 to challenge him for the party leadership and lost.



William Hague at 36 is one of the youngest ex-cabinet ministers of the 20th century. Now emerging as a possible unifying figure in the John Major mould.

Out of the race



Malcolm Rifkind, who lost his Commons seat in the general election, was the foreign secretary in Major's government who spent much of March touring European capitals lecturing politicians on the limits of integration.



Michael Heseltine is a previous leadership contender who served as Major's deputy prime minister. A strong pro-European, he has abandoned leadership hopes because of illness.



First, there is Mr Kenneth Clarke, the former chancellor of the exchequer, who was the first to declare his candidacy after the election defeat. He is widely regarded as the outstanding figure, a former health secretary and home secretary responsible for many of the great reforms of the 'Tory era'. His Achilles' heel, however, is Europe. His sympathy for a single European currency chimes badly in a party that has become increasingly Eurosceptic.

That leaves the field open to six candidates – none of whom is tailor-made either to lead the party to better things, or to win total support from Conservative MPs. A second strong runner is

on constitutional grounds. But he is seen by too many MPs as a cold fish – half human, half Vulcan, as he is sometimes called.

The remaining three are outsiders. Mr Michael Howard was arguably the only Conservative home secretary ever to get to grips with tackling law and order. But his campaign has been fatally damaged by a dramatic attack on him this week by one of his former subordinates.

Mr Peter Lilley, social security secretary in the Major government, is one of the great intellectuals in his party – but he is too mild-mannered for the top job. Mr Stephen Dorrell, the former chief health minister, is picking up too little support from an electorate which is suspicious of his constant manoeuvring over issues such as EU fishing quotas.

It is a lacklustre line-up. But hanging over it all, is a sense for many MPs that the party is hurtling into the business of choosing a new leader too quickly. Mr Major has made no secret that he wants to quit the post of leader of the opposition – and premier league politics – as fast as he can. There is a clamour, too, for the party to elect a leader as soon as possible to confront a confident Mr Blair in the House of Commons.

But some Conservatives believe a priority now should be to overhaul the rules for the leadership election, enfranchising party activists, before the election finally goes ahead. Among the arguments is that none of the party's 164 MPs in the Commons represents it in Scotland, Wales or north-east England – and that some mechanism must be found of giving those areas a say in the final vote. Others simply say this must be a time for reflection rather than racing into a new decision.

It is a sorry spectacle. As one Tory MP puts it: "The Conservative party is like a sagging balloon – utterly deflated, hanging in mid air, uncertain of its direction." How the mighty party of Margaret Thatcher is fallen.

James Blitz

Financial Times Reporters in London

Regulators, banks and financial services companies yesterday welcomed Mr Gordon Brown's announcement that the Bank of England's supervisory powers are to be passed to the Securities and Investments Board.

Mr Phillip Thorpe, chief executive of Imro, regulator of the fund management industry, said "following the period of uncertainty we are pleased to learn of the government's intentions and look forward to the early and full participation as envisaged by the chancellor. Its success will depend on how it is imple-

mented". Mr Nicholas Durlacher, chairman of the Securities and Futures Authority, the investment banking regulator, called it a "thoroughly sensible and more radical approach than we had before the general election; it is what we feared would not happen – but hoped would". He said investment banks would welcome the end of regulation duplication by the SFA and the Bank of England, the UK central bank.

Ms Colette Bowe, chief executive of the Personal Investment Authority, said: "It's very important that the new legislation is comprehensive and flexible. That is what will count for investors." Sir Peter Davis, chief executive of the

Prudential, the country's biggest life insurer, said: "We welcome this news which reflects our long-held view."

Halifax building society (mutually owned home loan company) which converts to a bank next month in a £15bn (\$24.30bn) flotation, said it is now expected to be regulated by SIB rather than the Bank of England.

It said: "We broadly welcome this reform because it seems to give us the kind of regulation we have been recommending in the past."

"It's a good thing for insurers because there are tiers of regulation removed and the process becomes simpler," said the Association of British Insurers.

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This is partly because for

Reform at central bank is applauded

Financial Times Reporters

in London

The British Darts Organisation, which has a contract with Embassy's £1m five-year deal in one-day cricket, and the same brand's £250,000-a-year sponsorship of the ice hockey knockout competition.

The extent to which these deals will have to be scrapped or renegotiated will depend on the nature and timing of the proposed ban, which for the moment remains unknown.

However, Mr Frank Dobson, chief health minister, has said the government would give sport more dependency on tobacco advertising and find other sponsors, and sport is hoping it will be allowed to honour existing deals with tobacco companies.

Formula One motor racing team, to Benson & Hedges' £1m five-year deal in one-day cricket, and the same brand's £250,000-a-year sponsorship of the ice hockey knockout competition.

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NEWS: UK

Forum commends economy 'reborn out of sweeping privatisation, deregulation and other reforms'

Nation leaps in competitiveness league

By Guy de Jonquieres
and David Wrighton

Britain has sharply improved its economic competitiveness in the past year and now outranks the rest of the European Union and every east Asian economy except Singapore and Hong Kong, according to a survey.

The latest competitiveness report by the Geneva-based World Economic Forum puts Britain in seventh place worldwide, up from 15th last year. The organisation said Britain had recovered from relative economic decline to become "the envy of continental Europe".

The report particularly praises Britain's success in

Competitiveness rankings	
1996 ranking	Ranking
1 Hong Kong	1
2 Canada	2
3 Switzerland	3
4 Taiwan	4
5 Norway	5
6 United States	6
7 United Kingdom	7
8 France	8
9 Germany	9
10 Italy	10
Source: World Economic Forum	(1)

overhauling its welfare state, cutting tax rates, increasing labour market flexibility and achieving sustained growth and falling unemployment.

"What we see in the UK is an economy reborn out of

were played down by Mr Gordon Brown, the chancellor of the exchequer, who said "if that were true, I would welcome it".

Mr Brown said on BBC Radio 4 that the WEF had "its view on a number of economic indicators" and added: "The accepted indicator of where we are in the world prosperity league is the OECD and we are 21st."

Treasury officials later explained that assessments of competitiveness are based on subjective criteria unlike measures of prosperity.

The report says Britain's rating reflects a strong recent performance by Anglo-Saxon countries, led by the US. It says these

countries are more competitive than any group except "entrepreneurial" economies, such as Singapore, Hong Kong and Switzerland.

By contrast, it says, other EU members are suffering "a chronic crisis of declining competitiveness," caused by rigid labour markets, burdensome social welfare systems and high levels of government spending.

The report is based on a weighted index designed to assess factors including economic performance, infrastructure, management quality, labour practices, financial systems, market openness and the role of government.

Singapore and Hong Kong

retain their positions as the world's two most competitive economies. But the report says the recent performance of other Asian economies suggests the region's period of exceptionally fast growth may be ending.

The report ranks the US, China, India and Japan as the markets with the biggest growth potential. A survey of business executives for the report finds that they rate the US, Japan, Singapore and Germany as the most competitive countries. The Global Competitiveness Report 1997, World Economic Forum, 53 Chemin des Hautes-Criques, CH-1223 Cologny/Geneva. Tel: 4122-369 1222 Fax: 786 2744.

Turkey rejects plea for return of businessman

By John Mason,
Law Courts Correspondent

The Turkish authorities yesterday rejected British government pleas for Mr Asil Nadir - the fugitive businessman who this week moved his operations to Turkey - to be extradited to the UK to face trial.

Mr Nadir left northern Cyprus for Istanbul on Monday. This was the first time he has ventured outside northern Cyprus since May 1983, when he fled the UK to escape trial on charges of theft and false accounting over the collapse of Polly Peck, his former business empire.

He has remained safe from extradition because no treaties exist to compel his return. Mr Nadir has moved his operations to concentrate on a number of business developments, including joint ventures in Turkey and central Asia. Mr Peter Krivinskas, his UK lawyer, said:

Turkish police said that no action would be taken - in spite of requests from Interpol for the former Polly Peck chairman to be arrested - because the constitution prevented Turkish nationals such as Mr Nadir being extradited.

Mr Yilmazturk, head of the Turkish police's inter-pol division, said: "It is not possible for a Turkish citizen to be extradited to the country in question, no matter what his crime may be."

The decision was a setback for the UK Foreign Office and Serious Fraud Office.

The Foreign Office said it was aware of the constitutional ban on Turkey extraditing its own nationals, but would continue to press for Mr Nadir's arrest.

Mr Krivinskas said the visit followed assurances from the Turkish government that no attempt would be made to extradite him to the UK.

He added that his client intended to make Turkey his main business base. "We are not talking about a short-term visit; Mr Nadir is now likely to be working in Turkey on a long-term basis," he said.

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Track access deal worries rail freight operators

By Charles Batchelor,
Transport Correspondent

Small freight operators could be squeezed off the railway network by a proposed deal on track access charges between English Welsh & Scottish Railway (EWS) and Railtrack, the Rail Freight Group said yesterday.

EWS, an offshoot of Wisconsin

Central Transportation of the US, is the main UK rail freight company. Railtrack owns the national rail network's infrastructure.

The Rail Freight Group, representing companies involved in rail freight, said that action was required to ensure that other operators could continue in business or enter the market.

It added that the way EWS

would be charged for developing new business - by means of a small additional charge on top of a fairly high basic - would not provide an incentive to Railtrack to encourage more freight shipments.

The Rail Freight Group was responding to an appeal from Mr John Swift, the rail regulator, for the industry's views on the agreement. EWS has struck a four-year

deal with Railtrack worth £120m. This would replace the existing individual agreements negotiated for each route. These are cumbersome and, says EWS, prevent it from responding quickly to customer requests for new services.

The group said it was concerned that by quoting an all-inclusive price to customers - covering the supply and maintenance of wagons

and their movement - EWS would make it difficult for private wagon owners and suppliers to compete.

The problem could be overcome by requiring EWS to give a breakdown of charges for track access, supply of electrical power and hire of wagons, locomotives and crew. This would allow the regulator to decide whether there had been any abuse of monopoly power.

Racal pulls out of contest for radio contract

By Alan Cane in London

A much delayed contract crucial to the development of the next generation of police radio in the UK faces further uncertainty after one of the two shortlisted suppliers withdrew from the contest.

Racal Network Services, part of the Racal electronics and defence group, said yesterday that it had decided to step down as leader of one of the two consortia bidding for the Public Safety Radio Communications Project design contract because the commercial return did not justify the risk.

Quadrant, the other consortium, yesterday said it was ready to press on with the design study at a probable cost of £16m (£16.2m), to be met from its own resources. It believed it could deliver the system within the original timescale. The contract is expected to be awarded in December 1998 with a pilot in operation by mid-1999.

But the Home Office is determined to guarantee that the UK's 51 police forces, which are expected to buy the new radio system, will get value for money and is refusing to give Quadrant the contract by default.

Mr Terry Hamer, the Home Office official responsible for the project, said he is examining the possibility of either rejuvenating the consortium formerly led by Racal or instituting other controls. One option would be a close partnership between the winning consortium and the Home Office. "We believe we can claw back the lost time, but things cannot be allowed to drag," he said.

The PSRCP contract was announced in 1995 as part of the private finance initiative, which is designed to

banks have called for sweeping legislation to clear up the problems of the private finance initiative, George Graham writes.

The government has announced an urgent review of the scheme, headed by Mr Malcolm Bates, chairman of the Pearl Group. In a submission to the review, the British Bankers' Association says banks are eager to provide money for PFI projects as soon as legal uncertainties can be cleared up.

"There is a genuine concern amongst banks' credit committees and legal advisers that the law at present does not give non-central public bodies the explicit powers to enter into PFI contracts," the BBA says.

Risks have been affected by a series of court decisions which have overturned contracts entered into by municipal authorities.

French and Japanese banks were hit by a decision in the House of Lords that a west London authority had acted beyond its powers in engaging in financial swaps.

Consortia competing for the project were required to go through qualifying exercises before bidding for the preliminary design study. Mr Jeff Parris, programme director for Quadrant - which comprises British Telecommunications, Motorola and TRW of the US, and Nokia of Finland - estimates each consortium would have to spend about £10m to complete the design study.

The Home Office has agreed to provide an unspecified amount of finance but it is believed to be a very small proportion of the total. The project should be worth about £1.5bn over 15 years.

Property debt 'understated'

By Mark Suzman in London

The Bank of England's calculations of commercial property-related debt may understate the size of the market by more than 50 per cent - about £17bn (£37.54bn) - says research announced yesterday.

Savills, the property consultants, found that a growing proportion of commercial property lending is done by institutions such as building societies (mutually-owned home loans companies) which do not report to the Bank of England, the UK central bank, and so are not included in its debt figures.

In an analysis of the top 50 lenders to the UK property market, Savills found that 23 did not report to the Bank of England. Those include building societies companies and insurance companies, who report to their own industry regulators, and institutions based outside

Britain which are not required to provide information to UK regulators.

Although the Bank acknowledges that its calculations represent only a clearly defined "lending population," the study suggests that the closely-watched figures are not necessarily a reliable guide in the size and direction of the overall market.

The most recent report from the Bank of England put total property related debt at just over £30bn and suggested that it was declining. But Mr William Newson, the head of valuations at Savills who conducted the research, said the total lending market was probably £17bn larger and growing.

"In an increasingly international market, where new overseas banks are making decisions about opening up in London, there is undoubtedly a need for accurate statistics," he said.



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MANAGEMENT

Financial Times / Booz-Allen & Hamilton Global Business Book Awards: Finalists

A total of 23 books published in 1996 have been selected as finalists in five main categories. The finalists in each category are listed right. The winner of each category receives a £5,000 award and is the overall title of Best Business Book, which has a prize of \$25,000.

There are additional prizes chosen by the FT and by Booz-Allen & Hamilton. These 11 shortlisted books are below. There will also be a Judge's Prize to recognise a particularly influential business book, regardless of publication date.

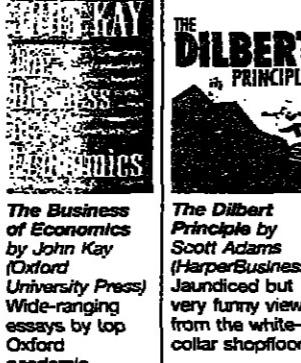
Further information is available on the Global Business Book Award website, www.gbbawards.com.

• The Lex Prize Awarded by the Financial Times for the best business history Ashes to Ashes by

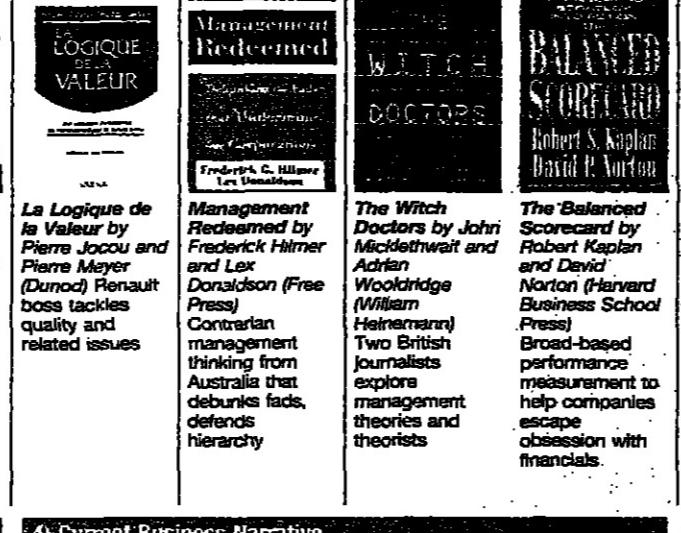
Richard Kuger (Alfred A Knopf)
Forbes Greatest Business Stories of All Time by Daniel Gross and the Editors of Forbes Magazine (John Wiley & Sons)
Founder by Amos Elon (Viking)
Smokescreen by Philip Hiltz (Addison Wesley Longman)
User Driven Innovation: The World's First Business Computer by David Caminer, John Arts, Peter Harman and Frank Land (McGraw-Hill)
Working Dollars: The VanCity Savings Story by Herschel Hardin (Douglas & McIntyre)

• The Edwin G Booz Prize Awarded by Booz-Allen & Hamilton for the most insightful, innovative management book Against the Gods: The Remarkable Story of Risk by Peter Bernstein (John Wiley & Sons)
The Age of Heretics by Art Kleiner (Currency/Doubleday)
Business as a Calling by Michael Walzer (Free Press)
Moths to the Flame: The Seductions of Computer Technology by Gregory E Rawlings (MIT Press)
Scenarios: The Art of Strategic Conversation by Kees van der Heijden (John Wiley & Sons)

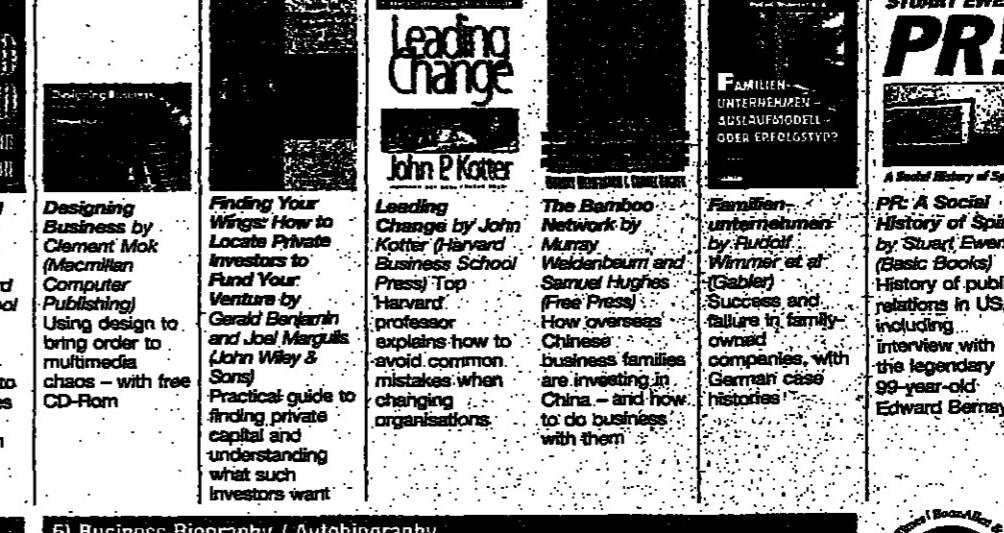
(1) Business Strategy and Leadership



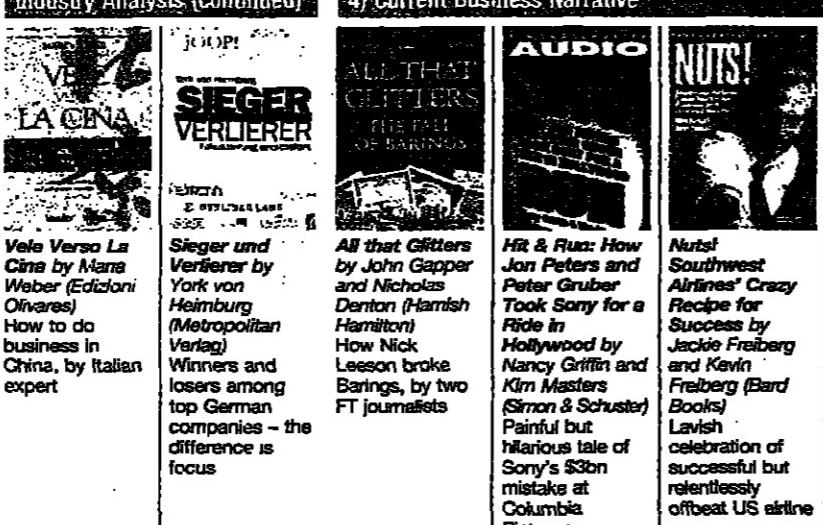
(2) How-to'



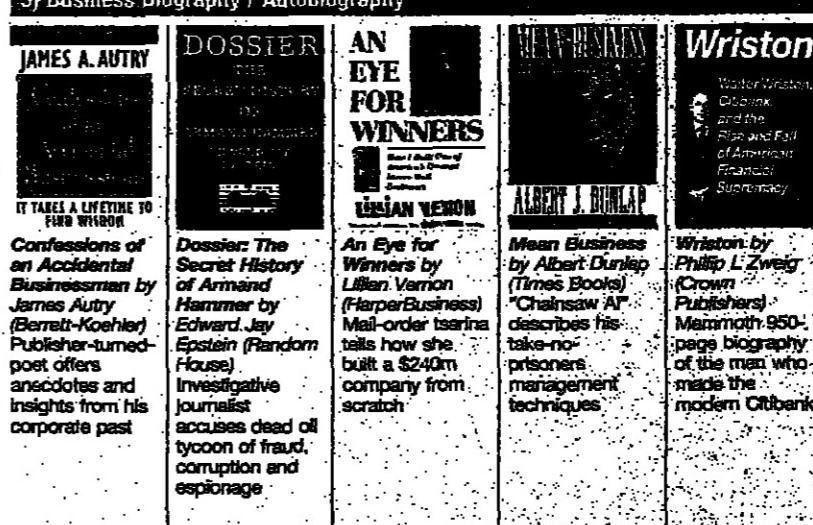
(3) Industry Analysis / Business Context



(4) Current Business Narrative



(5) Business Biography / Autobiography



Considering how much brain power is applied to business issues every day around the world, surprisingly little original thinking makes its way into print – at least in book form.

The Financial Times/Booz-Allen & Hamilton Global Business Book Awards, now in their second year, provide a helpful guide to the best of this thinking, summarised in the list of finalists above.

Winners of the awards will be announced in New York today and published in the Financial Times tomorrow. The panel of judges, chaired by Don Perkins, former chairman and chief executive of Jewel Companies, has been drawn from business, academia and journalism.

The list of finalists suggests the breadth of business publishing, but it under-represents the

Best of the business books

Peter Martin outlines the main themes to emerge from this year's crop of titles

flora of me-too titles in fashionable areas such as leadership.

Or the awards' definitions, roughly 150 business books were published in the main languages of the developed world last year – excluding textbooks, narrow single-topic "how-to" works, and computer manuals.

So similar are many of these titles, however, that words fail the blurb-writers. "Why is there a need for another book on leadership?", writes one publisher, before going on to offer the reader a beachfront choice: "You can stay ashore, with your head in the sand, or you can cast off

into an uncertain adventure."

A rival title promises to teach "how leadership roles are defined for those willing to assume responsibility for fostering change through 'leading the learning organisation'". Note the skilful way in which this chapter combines four hot (or at least lukewarm) themes: taking responsibility, fostering change, assuming leadership, and creating a learning organisation.

Different countries produce different types of business book. American and Australian entries are the most strident and upbeat: "This truly epochal work of busi-

ness strategy... what matters now, and from now on, is total system leadership." There is, however, a rival theme: a minority of US books attacks top executives for their pay, perks and power.

German titles are strong on detailed description of individual best practices. French books are big on theory. Italy's business books blur the distinction between writing about business and writing about government, politics and society. British business books feature high-quality journalism – from two FT journalists, writing about the Barings

crash; from two Economist authors, writing about management theory; and from the distinguished academic, John Kay, whose collected essays include some written for this newspaper.

Refreshingly, there is a trickle of books from outside the mainstream – including three of the Global Business Book Awards finalists. Michael Novak, a Catholic theologian, has written a book called *Business as a Calling: Work and the Examined Life*. "Business has a vested interest in virtue," he says. "It cannot go forward with realism, courage, wisdom, honesty and integrity

without a motivated and virtuous work community."

Another non-standard work is *Confessions of an Accidental Businessman*, which attempts, in the publisher's words, "to deal honestly and courageously with the pain as well as the glory of a top executive's climb up the corporate ladder".

And *The Dilbert Principle*, by the creator of the Dilbert cartoon strip, Scott Adams, is a management book infused with the sense of bristling anger often felt by today's knowledge workers, impatience at being managed by buzzword. The Dilbert Principle

is simple: in today's workplace, the most ineffective workers are systematically moved to the place they can do least damage – management.

Dilbert offers a simple test to see if you have succumbed to his principle. Read the following sentence, taken from an actual company memo: "The Business Services Leadership Team will enhance the organisation in order to continue on the journey towards a Market Facing Organisation (MFO) model. To that end, we are consolidating the Object Management for Business Services into a cross strata team." If it makes sense to you, you're a potential purchaser of a book on leadership.

To order copies of any of these books, please refer to the FT Bookshop advertisement on these pages.

FT Bookshop

To order any of the titles shortlisted in the Financial Times/Booz Allen & Hamilton Global Business Book Awards, please call the FT Bookshop on:

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IRISH FOOD AND DRINK

With state support for R&D, maturity in the corporate sector and the emergence of strong brands, Ireland is starting to compete effectively, says John Murray Brown

A new force in world markets

Ireland is going through a period of rapid change and no area more so than its food and drink industry. With an abundance of grasslands surrounded by the fish-rich waters of the Atlantic, Ireland is emerging as a serious international player in the food processing industry.

The importance of the sector to the economy can hardly be overstated. Food and drink accounts for 6 per cent of gross domestic product, 18 per cent of total exports and contributes a trade surplus of £13.4bn. The sector employs almost 45,000 people.

Through the purchase of raw materials and services, food companies put about £1.7bn back into the Irish economy - more than any other sector.

"It is estimated that 85p out of every pound of output is captured by the local economy because of the reliance on local raw materials," says Mr Michael Duffy, chief executive of An Bord Bia, the Irish Food Board.

The next few years will be critical. Reform of the Common Agricultural Policy will put an end to artificially high farmgate prices for primary produce as market support mechanisms are withdrawn.

Irish officials believe that reform will entail a reduction of European Union prices compensated for by direct income payments to farmers that are linked less to production than to issues of the environment.

The other important change will be the accession to membership of the EU of the former communist coun-

tries of east and central Europe, all of whom have large agricultural bases and will provide new markets but also represent a potential drain on already scarce European support funds for agriculture.

The EU's own priorities have changed. "Twenty years ago there were 12m farmers and 9m unemployed. Now there are 9m farmers and 20m unemployed," says Mr Pat O'Neill, managing director of Avonmore Foods, one of the best known dairy companies, which has diversified into cheese production and food ingredients in the UK and the US, and also Hungary.

A radical shake up of farm policy seems inevitable. But in a speech last month, Mr Jim Beecher, under-secretary at the Ministry of Agriculture, warned that Ireland would not accept "any diminution in the effective support for Irish agriculture which would deprive our rural communities of a fair standard of living".

Today Ireland's 130,000 farmers rely on grants and other official support for more than 40 per cent of farm incomes. As Mr Philip Lynch, chairman of the Irish Food Board, puts it: "The worst thing that can happen to a farmer is that the postman doesn't arrive."

The decline of farming, however, is having profound effects on rural life, with what is sometimes evocatively known as "the flight from the country".

"Gaelic Football's Sam Maguire Cup hasn't crossed the Shannon in over 30 years," says Avonmore's Mr



O'Neill, in an illustration of the extent of rural depopulation of the west of Ireland.

As farmers leave the land,

the focus of the food industry has shifted from a reliance on primary produce to an emphasis on greater value added production.

Under the outgoing government's five-year food sub-programme, £684m is being invested in order to increase output by one third, and exports by almost two thirds to £27bn by the year 1999. Of that amount, an increasing share will be taken up with consumer foods products, which will grow from about £230m in 1994 to £200m by 1999.

Irish producers are never-

theless still suffering from two inherent constraints on business - distance from their markets, which makes transportation a much larger proportion of the cost, and the industry's lack of scale.

The question of high trans-

portation costs clearly encourages high value, high margin, small bulk products such as food ingredients

which are described by one official as "the white knight of the sector".

As for the issue of scale,

Some of these trends seem

likely to accelerate with the advent of the large multinationals in food retailing. Tescos' £630m investment in taking over the Associated British Food interests in Ireland - north and south - will present a formidable challenge to existing retailers but could also represent a great opportunity to Irish producers who already supply the UK stores group with more than £500m worth of Irish produce.

In some respects, all these

achievements have been

overshadowed by the gloom

surrounding the beef sector

in the wake of the BSE crisis

in the UK, which had a

direct effect on Irish beef sales.

Mr Ivan Yates, the agricultural minister was in Cairo earlier this month, persuading Egyptians of the qualities of Irish beef, in a bid to get the import ban lifted.

It was a successful trip,

but some believe the govern-

mental preoccupation with

live cattle shipments reflects

the wrong priorities.

If the minister showed as

much enthusiasm for promoting

the consumer foods industry as he does in securing

the sale of 100,000 cattle

to the Middle East, we would

all be a lot better off. But

then we are in an election

year and this is a political

issue," says Mr Ciaran Fitz-

gerald, food economist with the Irish Businessmen's and Employers' Confederation.

The BSE crisis has had a

negative impact on the sec-

tor, with total food exports

down from £24.5bn in 1995 to

£24.5bn last year.

But some officials believe

the crisis may inadvertently

provide a necessary catalyst

for change, which could be

hugely beneficial, in forcing

the industry to review its

standards.

The introduction of new

EU product labelling rules,

which become compulsory

from the year 2000 will help

to secure the link between

processor and producer. The

setting up of a food safety

authority, independent of

the government, is being

uniquely vulnerable to a

competitive devaluation by

sterling, which would make

Irish exports more expensive

and give UK products a com-

petitive edge in the Irish

market.

It would also make life dif-

ficult for Irish companies in

third markets where they

compete with their counter-

part British food companies.

Particularly at risk are the

biscuit and processed meats

producers.

Thus for most in the food

industry, and indeed across

the economy as a whole, the

one question which everyone

wants answered, is at what

rate Ireland will enter a sin-

gle currency.

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FOR A GENERATION TO SUCCEED.

IT MUST BE NOURISHED.

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2 IRISH FOOD AND DRINK

RETAILING • by John Murray Brown

Purchases bring change to the industry

The Guinness-GrandMet link is one of several that have drawn attention to this sector

News of Guinness's merger with Grand Metropolitan earlier this month had Dublin food analysts reaching for their calculators. What would this mean for Irish malt prices - with Guinness Ireland accounting for 40 per cent of Ireland's malt acreage? Would Baileys, which is part of the Grand Met group, continue to buy 40m gallons of Irish milk for its cream liqueur?

The formation of the world's biggest drinks group has obvious implications for Ireland but was just one of a number of developments over the past 12 months that has put the food sector in the public eye.

Earlier, in another example of for-

ign encroachment into the Irish food industry, Unilever, the UK-Dutch conglomerate, unsettled some big Irish institutions by refusing to increase its bid for the remaining shares in Lyons Tea.

Lyons was an attractive catch, accounting for 50 per cent of supply in a country which has the highest per capita tea consumption in the world - a market worth £50m a year. Lyons' operating margins were 10 times those of Nestle, Kellogg Ireland and W&R Jacobs, the biscuit maker.

Unilever had acquired 75 per cent of the company as part of its takeover of Allied Domecq. The Competition Authority approved the deal, but only on the understanding that Unilever withdrew its Lipton brands from the Irish market - this after a costly marketing campaign to increase the brand's profile.

Under takeover rules it was required to make an offer for the remaining shares. However, shareholders heeded the advice of the Lyons board in rejecting Unilever's offer, which was the same as that paid to Allied Domecq. The Lyons board believed Unilever should have paid a premium to the minority shareholders. Unilever has management control of the company but with an uncomfortable shareholder rump holding out for more cash.

Perhaps the most dramatic news of the year was Tesco's announcement of a deal to buy out Associated Foods' operations in Ireland, north and south. Although ABF was already a British company, and Tesco is run by an Irishman, the deal triggered a knee-jerk reaction from opposition politicians and local retailers, worrying about jobs and the impact of this English import on the Irish high street.

The deal valued ABF's Quinnsworth and Super Value chain (with Stewarts in Northern Ireland) at £650m. ABF's operations in the two parts of the island had been treated as separate companies, using separate suppliers, distribution and pricing. Analysts believe that with the arrival of Tesco Ireland is moving towards all-island retailing.

Irish retailing is certainly ripe for picking. The Irish market is worth about £4.2bn. With the economy growing at 5 per cent a year over the next decade, consumer spending is set to increase. The demographics are also encouraging, with more than half the 3.5m population under the age of 30.

Retail infrastructure is relatively undeveloped. Bar coding is far from universal, although many of the local groups are investing to catch up. Ireland has a low level of own-label

penetration, with 4 per cent of products carrying a supermarket's own branding, compared with 37 per cent in the UK and 16 per cent in France. Any new arrival will have plenty of opportunity to undercut the Irish market, with average prices about 50 per cent higher for some food items than in the UK, according to Goodbody, the Dublin stockbroker.

Tesco's acquisition will give it 26 per cent of the Irish market and about 38 per cent of grocery sales in Northern Ireland. The challenge for Tesco - and other multiples, Irish or foreign owned - is how to grab a share of the independent retailers' market which in Ireland still account for 20 per cent of sales.

The impact of Tesco on existing suppliers is also critical. Tesco buys about £250m of produce from companies, north and south, for its UK distribution. Some local analysts are sceptical

of Tesco's claims that it will increase its sourcing to Irish companies.

Ms Mary Brophy, editor of Dublin's Check Out Magazine says: "If Tesco is already satisfied with the company which is supplying it with private label jam, why would it seek to replace it with an Irish company?"

If Tesco operates anything like Marks and Spencer it will continue to use its UK distribution centres to supply its 75 stores in the Irish Republic and another 35 in Northern Ireland.

The first real decision for Tesco is whether to re-brand the stores, which will affect the success of its own-label products, which account for 50 per cent of its shelf space in its UK stores. Mr Terry Leahy, Tesco's chief executive, was giving nothing away at his press conference to announce the deal. When questioned on these issues he responded: "It's too early to say."

SEAFOOD • by John Murray Brown

Innovation helps win export sales

Entrepreneurs are profiting from Europe's growing taste for Irish crustaceans

Mr John Murphy started out diving for sea urchins in Bantry Bay. He put the money he made into a clothes shop. Today he has a boutique in Cork and one in Dublin's fashionable South Anne Street. His seafood business is still thriving. "They're both high risk," he says.

Mr Murphy is one of a number of entrepreneurs engaged in aquaculture along Ireland's extensive coastline, servicing multiples in the UK and increasingly on continental Europe, where there is a growing taste for Ireland's Atlantic spawned shellfish and crustaceans.

The Irish Sea Fisheries Board estimates that Ireland sells more than 40,000 tonnes of fish and shellfish to France, its leading export market, worth about £250m last year.

Mr Murphy says: "We sell mussels to France and also to Spain where they're an ingredient in paella. We provide chilled sauces for Sainsbury and we're busy negotiating a deal with Marks and Spencer."

His company, Fastnet Mussels, ships about 1,000 tonnes of farmed mussels to the continental Europe every year, transported in refriger-

ated lorries. Instead of harvesting the wild mussels which lie on the rocks on the seabed, Fastnet has developed a way of growing mussels on ropes suspended in water, a technique originating in New Zealand. "You won't get any grit in ours," he says.

The mussels are frozen in their shells, sealing in the juices in a technique which captures the freshness. Mr Murphy, a 42-year old Corkman, has ambitions to turn the aristocratic oyster into a fast food, replicating the process used for mussels. The process involves freezing it in its half-shell, which will allow the oyster to be ready-opened while retaining its freshness.

The procedure starts with the oysters being harvested and purified in ultraviolet-treated seawater. They can then either be blanched or processed raw. The oysters are drained of seawater and blast frozen at -23 degrees. The company says that when the oysters are unfrozen they are barely distinguishable from newly-opened animals eaten live.

In addition to farming much of the product, Mr Murphy has about 60 pickers on his books who supply seafood products and are paid by the pound. Walk along any beach, even in the remotest part of Ireland, and you are likely to find a man with a bucket or a bag scouring the rocks at low tide to collect mussels and periwinkles.

From a turnover of £415,000 in 1991, the company achieved sales of £25.3m in the year to last July. It employs up to 100 people in the busy summer season. The vacuum packing system allows it to meet its customers' needs, even out of season when heavy seas make it difficult to harvest the crop.

Mr Pete Sayers, of AIB said Bantry Bay had found the "only real approach to marketing is to go directly to the market place, visit potential customers and show them our products at all the major trade fairs".

The availability of seafood products is perhaps even greater in the west of Ireland. Mr Gerry O'Halloran, a marine biologist, set up Ocean Shells in 1983 after recognising the gap in the market for high quality fresh and frozen shellfish.

Connemara Seafoods, based in Westport, farms oysters and crustaceans such as claws. It processes

about 4,000 tonnes a year and employs 22 people. It has about 350 suppliers from Clare to North Donegal.

Oysters are grown in bags in a holding area in the river mouth so that at low tide the company can gain access to the bags using tractors, without the need for boats. Lobsters tend to be harvested more intensively in the colder winter months, when the problems of transporting fresh produce are less pressing.

Mr Andy Mulloy, who runs the company with his brother and sister, says demand peaks around Christmas, but the system of tanks allows the company to meet seasonal demand.

The company sells to continental Europe and the Far East. It has moved to a custom-built shellfish handling and packaging plant at Kilmeen to meet growing demand.

An agriculture and food body is helping the industry become more competitive

Dr Liam Downey talks about grass with the enthusiasm given to a wine connoisseur given to a cherished vintage.

"Grass is the purest form of food for livestock," says Dr Downey. "It is also the cheapest. Ireland has an abundance of grass. It is our greatest asset."

Agriculture is central to Ireland's economy. Agriculture and food exports make up about 18 per cent of the value of total exports.

Though the number of people employed in agriculture has fallen in recent years, about 11 per cent of the workforce still depends on the sector. That compares with 2 per cent in the UK, 3 per cent in Germany and 5 per cent in France.

Teagasc is director of Teagasc, Ireland's agriculture and food development authority. Teagasc (the word is an old Gaelic term meaning "instruction") aims to increase Ireland's competitiveness in the agriculture sector while ensuring safety of food products and sustainability of production.

"Agriculture in Ireland is largely dependent on livestock," says Dr Downey. "By a considerable margin grass is the cheapest form of food for livestock. New Zealand is the only other country apart from Ireland to be so grass-dependent."

However, while grass-based feeding gives Irish milk and beef a big price advantage, Dr Downey says it also creates problems. A farmer in the Netherlands or Denmark, for instance, might keep cattle in sheds

for a large part of the year, feeding them mainly on food concentrates. Although this is a more expensive feeding method than grass, such a process ensures a relatively even level of milk production throughout the year.

Grass-based feeding results in a more uneven milk production cycle, with far more milk being produced in the summer months when the grass is at its most abundant. Coping with this seasonality in milk and beef production is a vital part of Teagasc's work.

Farmers and food processors are given advice on the use of technology. Storage and marketing techniques are constantly being revised. "If you go into a pub and order a pint of a particular brand you expect more or less the same drink no matter where you are," says Dr Downey.

"Through years of research and application we have more or less achieved consistency of quality in our milk products, despite the seasonality of output. The days are gone when our butter would taste different, depending on the time of year."

The big challenge now is to ensure the same consistency of quality in beef products, while remaining competitive on pricing and, most important of all, ensuring safety.

"Whatever else the BSE crisis has done it has brought food safety to the top of the agenda," says Dr Downey. He says that although Irish beef is generally considered to be a good, wholesome and safe product, quality can also be inconsistent.

"What has been achieved on butter we want to now replicate on beef. It means research into all sorts of

areas: the way cattle are fed, the manner of slaughter, the hanging of the meat, the packaging and other factors."

Teagasc is now undertaking a comprehensive study of the beef production chain to ascertain which are the main determinants of quality. The organisation also has several other functions, all designed to improve the productivity and quality standards of Ireland's food sector.

"Up to 15 years ago not much attention was paid to encouraging farming skills," says Dr Downey. "Now all that has changed. Of the 1,700 young people who enter farming every year, more than 90 per cent have a three-year vocational training qualification - a certificate in farming."

"A new generation is learning about more efficient farming which is another important factor in retaining Ireland's competitiveness in the agriculture sector. That upgrading of skills is one of our greatest achievements."

Despite the numbers going into farming each year, there is still a gradual drift away from the land. Through various farm viability services and development programmes Teagasc gives advice to more than 25,000 small-scale farms each year.

Within the agriculture sector, there is an increasing awareness of environmental issues. Dr Downey says that an added factor in Ireland's competitiveness is its reputation for producing food which is relatively pure.

However, he is aware that standards have to be constantly monitored and improved upon. "Irish food has a good, green image but... we want to make sure that the image always corresponds with reality."

MARKETING • by John Murray Brown

Efforts focus on the consumer

Producers are shifting emphasis from commodity products to prepared foods

A fishy smell recently lingered in the air at An Bord Bia, the Irish Food Board - the remnants, it was explained, of a successful trade launch at the headquarters of the organisation that is spearheading Ireland's drive to open up world markets.

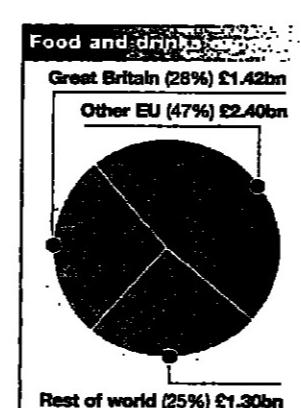
With its grass-fed livestock, and its Atlantic fishery, Ireland has an enviable supply of raw materials to support a successful food industry.

However, in a country with a small domestic consumption where 80 per cent of output is destined for export, the challenge has often been one of marketing.

"Internationally, at the trade level there is an awareness of Irish food, but not among consumers," says Mr Michael Duffy, chief executive of An Bord Bia, which has a budget of £20m to promote Irish products.

Some in the industry once believed that the breakthrough would only come if Irish companies could establish world-beating brands. In the 1960s, the Irish Dairy Board developed Kerrygold as successful butter brand - Mr Tony O'Reilly, now head of Heinz, the US foods group, claims credit for the move.

It was thought the experience of Kerrygold could be replicated across the board. But today there are few internationally recognised Irish brands outside the drinks sector - a special case.



replicated across the board. But today there are few internationally recognised Irish brands outside the drinks sector - a special case.

The advent of own label branding has changed all that. In the UK, the destination of some 40 per cent of Ireland's food exports, the multiples' own label brands currently account for 30 per cent of retail food sales.

To maximise value, Irish producers are now seeking to move towards more value added production, with the emphasis shifting from commodity products to prepared consumer foods and ingredients.

Several of the food multinationals are making strides forward from their bases in Ireland.

Earlier this month, Heinz announced plans to create 200 jobs in a £20m investment in its Dundalk Custom Foods factory, making frozen ready meals under the

consumer's assurance that the product is safe.

"BSE will change the face of the beef industry for ever," says Jim Beecher, under-secretary at the Irish Ministry of Agriculture. "In the future there will be a lot of linkage between producer and processor. It often takes a disaster like this to force through necessary changes."

Ireland believes that, as a small country with a green image across a range of products, it is well positioned. Under its latest five-year £254m investment programme for the foods sector, the ministry envisages that exports will increase from £14.5bn to £17bn a year over the period 1994-99.

It is often said that every fourth steak eaten in the UK is likely to be from an Irish cow. Irish dairy groups sell large volumes of product into UK multiples under their own label.

In 1996, in spite of unfavourable exchange rates against the UK, Ireland increased its exports of prepared foods by 15 per cent to £10.8bn.

Heinz has shown the way, but Green Isle, which is now owned by Northern Foods, has established itself as a frozen pizza operation. Bord Bia's Mr Duffy points to the encouraging number of new business start-ups in the food sector.

One such operation is Potato Cuisine, which prepares the humble potato for caterers and the delicatessen market - a real measure of how far the Irish food sector has come.

THE FINGER ON THE PULSE.

Worth almost £10 billion, food is Ireland's largest industry. So it stands to reason that anyone involved with or interested in this industry must be kept well-informed.

As Christopher Haskins, Chairman of Northern Foods plc says: "We take several copies of the Irish Farmers Journal for our senior team every week. If you are serious about knowing the Irish food sector, you have to read it."

With a weekly ABC circulation of 74,821, the Irish Farmers Journal provides unrivalled coverage of Ireland's agri-business sector. The most incisive news, comment and forecasts by the country's top and most sought-after analytical writers.

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READ THE EXPERTS THE EXPERTS READ

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CO-OPERATIVES • by John Murray Brown

Review of structures called for

A milk price squeeze and the need for re-equipment drive a shake-out

Farming folk are notoriously wary of change. So when Mr Denis Brosnan, managing director of Kerry Foods announced to a gathering of more than 2,000 cloth-capped farmers that its co-operative would no longer have the controlling stake in the public company he might have expected a more sceptical reaction.

That the proposed stock conversion - which allows the farmers' holding to be reduced from 52 per cent to as low as 20 per cent - was carried by the meeting is a measure not just of Mr Brosnan's skills as a negotiator but of the changing times in the dairy business. Ireland's biggest foods sector, worth nearly £2bn a year.

Politicians, businessmen and farmers agree that the case for some form of shake-out in the industry is overwhelming. Mr Liam Igoe, foods analyst at Goodbody stockbrokers, says the combination of the squeeze on milk prices and the need to spend money on upgrading processing equipment installed in the 1970s provides ample reason for dairy companies to seek to consolidate their activities.

Kerry's move was followed by LAWS, the feeds and fertiliser company - although many analysts say it might be hard to repeat Mr Brosnan's achievement more widely in the industry, given the need to win backing from 75 per cent of the co-op members at two consecutive meetings.

In the mid-1980s, when the co-ops decided to float shares, they were motivated by the issue of scale. Ireland has about 40 processors

chasing a milk pool of 1bn gallons a year. In Denmark one company handles 800m gallons and accounts for 70 per cent of production. In the Netherlands it is the same story, with the average processor taking in more than 500m gallons a year.

But it was also a question of access to cheaper funding. "We would never have been able to expand unless we had had the equity," says Mr Jim Moloney, chairman of LAWS and a former head of the Irish Co-operative Societies Organisation.

There was also a defensive element in the strategy. Mr Larry Goodman, Ireland's main beef processor - who in 1992 was the subject of a government investigation into irregularities in the beef industry - was attracted by the healthy margins in the dairy sector. According to one of Mr Goodman's advisers many of the co-ops were "stampeded" into seeking floats to fend off Mr Goodman.

But it was the change in the European milk regime that was the crucial factor. In the mid-1980s, after a decade of ever rising milk prices on the back of support from the European Union, the introduction of quotas put a ceiling on milk production, forcing companies to look elsewhere for growth - either to overseas acquisitions or diversification.

Irish dairy companies have spent more than £1bn in acquisitions in the past decade. They have taken a leading role in the world food ingredients sector, in the UK liquid milk market, in UK cheese production and in the savoury meats market in the UK and Ireland.

The issue of consolidation is yet to be addressed. Many analysts believe the underlying tensions between institutions in Dublin and the co-ops has made change inevitable. "You can either have



Changing times: politicians, businessmen and farmers agree on the need for restructuring. *Captain Rockwell*

lots of profits or a big milk price. You cannot have both," says a non-executive director at one of the main dairies.

Mr Pat O'Neill, managing director of Avonmore, says the structure of Irish co-ops is little different from that of big UK public companies with a dominant shareholder. "We don't behave any differently from a company like Associated Foods, where there is a major shareholder such as the Weston family."

Nonetheless, in the past year, the rival claims of farmers and shareholders have triggered a number of ugly public rows, which according to one senior executive "set the side down and drew attention to our potential problems".

The finance director was pressed to resign. Many institutions saw the episode, and the peremptory way in which the stock exchange was informed, as further evidence of the need for the dairy sector to get its house in order.

The longer-term choice is whether to grow by floating equity like Kerry, with the

danger of diluting farmer control, or gain financial firepower by seeking mergers with other co-ops.

Avonmore Foods appears intent on seeking a merger, although its current approach to Waterford Foods seems to be on the rocks.

Mr Jim Beecher, under-secretary at the Irish Ministry of Agriculture, believes that while the system of EU quota remains in place, Ireland can be confident that there will be an indigenous processing industry.

But Avonmore's Mr O'Neill believes it is important that Irish companies retain control of their operations, and fend off approaches from foreign multinationals. "If we let Irish industry fall to foreigners, jobs would be impaired. We've had the takeovers of Jacobs, Irish Distillers and Carrolls," he says, referring to three Irish companies that have been bought out by foreign multinationals in recent years.

"As an island economy we have to be careful to have a stock of business which is secure," he adds.

THE STATE OF IRISH FOOD • by Giles MacDonogh

Prosperity starts to tickle the palate

There is hope the Irish will continue rummaging round their roots for interesting dishes

The Merrion is due to open in July in four converted Georgian houses opposite the main government offices and is bound to attract custom from visiting diplomats. It will also rehouse Dublin's top rated restaurant, Patrick Guilhard.

Dublin's other five-star hotel, the Berkeley Court in Ballsbridge, is preparing for a refit under Mr Tom O'Connell, its new general manager.

Here are recipes for puf-fin, thrash, kid, all the unmentionable parts of a pig, goose pudding, drisheen (minced pudding), crubeen (pigs' trotters), stuffed hearts, nettle soup, and a hundred and one different ways of cooking a squid.

A largely young population fills the city's restaurants. The model is London. "Modern cooking" has displaced the priests and cattle-dealers at the Tea Room at the Clarence, where chef Michael Martin prepares dishes which have their origins in the teachings of London three-star chefs Pierre Koffmann and Nico Ladenis.

Change may also affect the conservative style of country house hotels

Loughnane has abandoned his cluttered butcher's shop in the port and adapted his style to suit the more continental tastes of his customers.

There is a chance, too, that the change will start to affect the conservative style of Ireland's country house hotels. Mount Juliet, near Thomastown in Kilkenny is one of the grandest of them all, but its kitchen used to expound an American idea of country house cooking which saw nothing finer than settling half a fruit salad on top of a fillet steak.

The new management has put paid to all that, and it is to be hoped that a new broom will sweep away the rest of the twee ideas which have hung around from the '70s and '80s.

It is not, however, all sweetness and light. Some formerly good things have degenerated. Irish farmhouse cheeses were an unwitting creation of the European Union and its milk quotas. Suddenly Ireland had more milk than it knew what to do with. Adventurous cheese makers took up the surplus and made it into a succession of Continental-style cheeses.

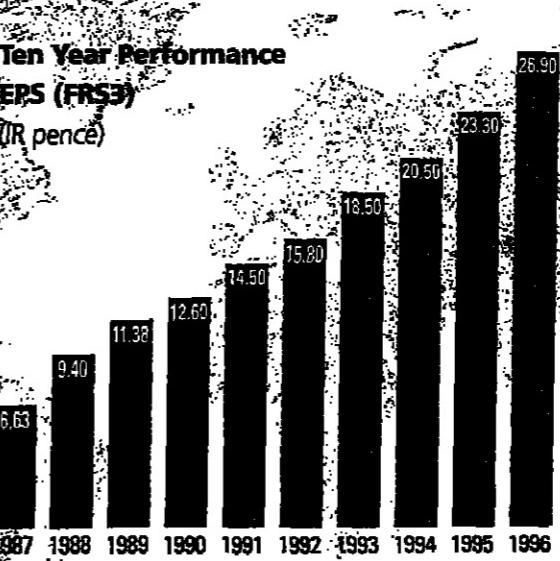
In the '80s cheeses such as Milleens, Gubbeen and Cashel Blue were sensational additions to the cheese board. My recent encounters with them, however, have been disappointing. They were displaying all the drawbacks of over-production and pasteurisation - the latter possibly a case of the EU stepping in to squash its own creation.

There is, it is true, a new awareness of certain traditional products: dwarf lamb from the Connemara coast, Irish native oysters, Clonakilty black and white puddings, or even a good, well-presented breakfast fry.

But the real moment for rejoicing will come when Ireland admits its real flavour, and takes it one step further, from the page to the plate.

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INFORMATION TECHNOLOGY



Eagle Eye · Louise Kehoe

Bugged by beta

Pre-release versions of software are not in the best interests of consumers, so leave the test-driving to the academics.

Personal computer software seems to be infested with bugs. Over just the past couple of weeks we have learned of bugs in Microsoft's internet browser and Sun's Java programming language. To judge by the headlines on internet news sites, it would seem that the software industry is no longer capable of making bug-free products.

In part, the problem lies in the complexity of today's PC software. The more sophisticated a program, and the more extensive its features, the more chance of bugs creeping in.

Yet it is the manner in which new software is being brought to market that is exacerbating the problem. Rather than fully testing new programs, developers offer free "beta" or "pre-release" versions to be tested in the marketplace.

Competition, rather than any desire to serve customers well, is driving the fast release of new software. It is more important, software developers seem to think, to launch a new program ahead of rivals than to ensure that it is bug-free. After all, a fix can always be posted on the Web.

Corporate computer managers are already voting with their feet by avoiding beta software, and consumers should do the same. It is hardly an advantage to have early access to new software if it does not perform properly. Leave it to the academics and hackers to test-drive new software, and send the software industry a message that enough is enough.

And as for all that free software – you get what you pay for.

acquisition of WebTV networks, a developer of technology that enables internet access via a TV set-top box. The agency has gone beyond its routine examination with a so-called second request for information.

Microsoft critics have long argued that the company's dominant role in the PC software market impedes competition. In this instance, however, Microsoft is one of several companies trying to stake a claim in the potentially huge market for digital appliances that bring interactive multimedia services to the home.

Notably, Oracle, the second-largest software company, said on Monday it plans to buy a majority stake in Navis Communications, a Netscape spin-off. Indeed, Larry Ellison, Oracle chairman, has identified Microsoft as the only "serious competitor" in this field, summarily dismissing such hopefuls as Diba, Platene and Infogear.

Ellison says the "difference between Microsoft and mankind" is that Microsoft imposes proprietary software on society, whereas Oracle and its cohorts stick to open standards. However, standards have yet to be defined for digital appliances.

If the Justice Department intervenes in Microsoft's

acquisition of WebTV, it may be handing Ellison a victory. Surely it would be better to leave the world's two biggest software companies to fight it out rather than disqualifying Microsoft on the grounds of its success in PC software.

I have a new theory on why electronic mail is so popular in the computer industry. Have you ever noticed the "small mail" street addresses these companies are numbered with? Unisys' headquarters in Blue Bell, Pennsylvania, is on Jolly Road. It's a pity the company's financial struggles have provided few occasions for merriment.

Then there is EDS, formerly Electronic Data Systems, on Legacy Drive in Plano, Texas. The street name serves as a daily reminder of the stodgy past that EDS is trying to shed following its spin-off from General Motors.

In a similar vein, International Business Machines would surely like to spice up its image with a change of address. IBM's world headquarters is on Old Orchard Road, in Armonk, New York. Wouldn't Big Blue Drive have a better ring?

Many companies do create their own addresses. Thus we have Microsoft on Microsoft Way in Redmond, Washington; while Oracle used to be on Marine World Parkway in Redwood Shores, California, but the company's facilities became so dominant that its driveway became Oracle Parkway. Perhaps the most curious is Apple Computer's research and development centre, on Infinite Loop, in Sunnyvale, California.

An infinite loop is a glitch in a program that sets a computer going round in endless circles. When Apple named the street it was a self-deprecating joke. These

Is competition good for software consumers? Share your opinion in the Eagle Eye discussion group on the FT website (www.FT.com), or contact Louise Kehoe by e-mail on louise@FT.com

It is more important, software developers seem to think, to launch a program before rivals than to ensure that it is bug-free

PHOTOGRAPH BY DAVID MCKEE

Talking of competition, it seems that the antitrust division of the US Justice Department is taking a close interest in Microsoft's planned \$425m (£260m)

PUBLIC NOTICES**NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SUBSECTION 10(7) OF THE TELECOMMUNICATIONS ACT 1984**

Licences to run telecommunication systems under section 7 of the Telecommunications Act 1984 granted to ACC Long Distance UK Limited, Advanced Radio Telecom Limited and Radiotel Systems Limited.

1. The Secretary of State hereby gives notice as follows.

a. that he has duly reconsidered the proposals in respect of which he published notices on 14 March 1997 (with regard to the proposed licences for ACC Long Distance UK Limited and Advanced Radio Telecom Limited) and 27 March 1997 (with regard to the proposed licence for Radiotel Systems Limited) under subsections 8(5) and 10(6) of the Telecommunications Act 1984 ("the Act") regarding his intention to grant licences under the Act to ACC Long Distance UK Limited, Advanced Radio Telecom Limited and Radiotel Systems Limited ("the Licensees") to run telecommunication systems throughout the United Kingdom.

b. that he has granted such licences ("the Licences") to the Licensees, being licences which include conditions such that section 8 of the Act applies to each of them, thereby making each Licence eligible to have the telecommunications code contained in Schedule 2 to the Act ("the Code") applied to it under section 10 of the Act;

c. that he has applied the code to each of the Licensees subject to certain exceptions and conditions throughout the United Kingdom. The effect of these exceptions and conditions is that each Licensee has a duty:

i. to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground;

ii. to comply with conditions designed to ensure efficiency and economy on part of the Licensees, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of their apparatus;

iii. to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, as well as relevant electricity suppliers;

iv. to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions in the licence to the powers under the code; and

v. to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.

2. The Secretary of State has applied the Code to each of the Licensees:

a. because each Licensee will need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under each Licence;

b. subject to the exceptions and conditions referred to above because they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that each Licensee can meet (and relevant persons can enforce) liabilities arising from the execution of works.

3. The Secretary of State has granted each Licence because he considers that they will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.

4. Each Licence has been granted for a period of 25 years in the first instance and is subject to revocation by the Secretary of State on 30 days' notice in the circumstances specified in each Licence.

5. Copies of each Licence may be obtained from the Office of Telecommunications (Library), 50 Ludgate Hill, London EC4M 7JU, price £12.00, postage and packing free.

Alan Proud

Department of Trade and Industry

21 May 1997

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Pharmaceutical supercomputers · Victoria Griffith**Mighty dose of power**

Drugs researchers are being tempted by reduced costs

One used mainly for ambitious government projects such as moon landings, supercomputers are creeping out of the public domain and into private sector pharmaceutical laboratories.

Lower costs have boosted demand. Among the big US drugs companies, Bristol-Myers Squibb has one. So do Merck and Eli Lilly. They all plan to use the powerful machine, made by the Cray Research division of Silicon Graphics, to rev up their drug discovery efforts. The question is: will it work?

The answer depends on how closely computer programs can mimic nature. The true value of supercomputers in drug discovery, say users, lies in how well they can model molecules and predict what will happen in the laboratory. Sophisticated simulations require huge calculations, following complex mathematical equations, or algorithms. On traditional parallel systems – workstations backed up by a large server – this work would either take far too long or could not be done at all.

Supercomputers have gained fans in the pharmaceutical world in recent years. Bristol Myers says that jobs which its researchers once took four days to complete are now accomplished in just 12 hours by the company's Cray.

BioNumerik, a small pharmaceutical group specifically created to use a supercomputer, claims its total drug discovery time has been chopped dramatically.

"At other companies, it takes five-and-a-half years to do what we did in a year and a half," says Frederick Haasheer, chief executive officer of the group. According to Haasheer, BioNumerik has two anti-cancer drugs, discovered largely with the help of a Cray, in clinical trials, after just 18 months of effort.

Despite this enthusiasm, many researchers think using Crays to simulate nature is of dubious advantage. "We still don't understand nature well enough to imitate it very well on the computer," says Mark Schwartz, vice-president of accelerated discovery services for the medical software group Tripos. "Because our understanding is not that deep, simulations may not produce very realistic results."

The Cray is like a Ferrari. Traditional parallel systems, with their fleets of "Volks-wagens", could never beat it in a race. But if the goal is simply transporting lots of

people – or information – around town, they may be better suited to the job.

A new Silicon Graphics product known as "parallel Crays" will erase this advantage, however, there will still be a large cost differential.

"Once that product is in use, it becomes a cost issue, because the Crays will be better for just about anything you want to do," says Michael Denissenko, assistant director of the research computing department at Scripps.

Computers have become a necessity in the pharmaceutical field in recent years. Scientists are looking at vast amounts of information which would be impossible to manage without their assistance.

Pharmaceutical groups want to access the wealth of material now available on human genetics. They also need computers to help them search for certain features among the hundreds of millions of compounds now known, such as a molecule of a specific weight or shape. Without a computer, selecting "good leads" for drugs would be like looking for a needle in a haystack.

All this, however, can be readily handled by the workstation/server systems pharmaceutical researchers already have in place. In fact, for data storage and searches, traditional systems may even have a leg-up on many Cray models.

The Cray is like a Ferrari. Traditional parallel systems, with their fleets of "Volks-wagens", could never beat it in a race. But if the goal is simply transporting lots of

information – or information – around town, they may be better suited to the job.

While traditional systems can build rudimentary models, scientists say they are left in the dust by the powerful Crays. Not only do the traditional systems take far longer to do the same job, but they are incapable of creating the detail of the supercomputers. "It is a vision thing for the scientist – seeing is believing," says Wah Chin, a professor at the Baylor College of Medicine. "I was just bowled over the first time I saw the detailed colour-coded information produced by a Cray."

Pharmaceutical companies that own both a Cray and traditional systems say they use them for different tasks: "If we want to model a small molecule, we can use our parallel systems," says Joe Villafonca, head of bio-information at Bristol Myers.

"For larger molecules, we go with the Cray."

Just how popular the Crays will become in the drugs industry over the next few years remains to be seen. While anecdotal evidence indicates that the predictive power of supercomputers can be useful, many scientists remain sceptical.

"I get the impression that companies are investing in a Cray because there is a chance they may prove incredibly useful," says Schwartz. "But they are not quite convinced yet, and until there is more evidence that the Crays can shorten the research time, they will probably stick mostly to the traditional systems."

Information Technology

● The FT's review of Information Technology appears on the first

Wednesday of each month.

Millennium Watch · Christopher Adams

Big group, huge task

BAT Industries faces an enormous challenge to

monitor its every use of computers or chips

embedded chips deep within

machines on the cigarette

production lines fail to

ARTS

Television/Christopher Dunkley

'Strip and strand' with Channel 5

As television choice increases, so does the viewer's difficulty in deciding what to watch; merely discovering what is on, and where, becomes problematic. One of the biggest puzzles facing the competing multichannel world of digital television is how to organise the electronic "TV Times" which will be vital to find your way around the system. So it was no surprise when Channel 5, the last of the terrestrial, opted for "stripping and stranding", which means showing an episode of the same programme every day at the same time, or similar sorts of programme - gardening on Monday, cooking on Tuesday, decorating on Wednesday - in the same slot. The advantage is that the viewer quickly learns what to expect on your network, but of course this is a two-edged weapon. Having found that she does not like your soap opera at 6.30 on a Monday, the viewer knows she can ignore that slot on every other weekday.

Presumably that is why it seems to have taken so little time for so many viewers to decide that there is nothing at any time worth watching on Channel 5. In five weeks the

audience share has slid from 8.6 per cent to 2.8 per cent. BBC2 and Channel 4 each attract about five times as many viewers, and BBC1 and ITV each get 13 times as many. True, all network launches tend to be disastrous: *Dennis Tuchy* with the kangaroos Hullabaloo and Custard brought on BBC2 in the dark, with only a candle to light the studio, and in the beginning BBC2's idea was for every night to be themed. That was scrapped pretty quickly. Since Channel 5's aim is for a modest five per cent share after 12 months, who is to say it is not on target?

Even if it does manage a slow accumulation of ratings, however, it is surely not going to win many plaudits with the present schedule. The received wisdom is that even if you don't like the tabloid nature of much of the programming, the news makes a nice change with its different tone, the *Jack Docherty* chat show at 11.00 every night is

bright and lively, and there is a movie at nine o'clock every evening. Yet watching the Channel 5 news a few times shows that there is little to gain from having it read by a non-authority figure. *Jack Docherty* proves to be a mild English copy of the current American chat shows, a freezer pack version of a *Vindaloo*. And those "movies" turn out to be mostly secondhand American television dramas, like tonight's *Night Owl*, tomorrow's *The Stranger Beside Me* and Friday's *Agatha Christie Will*.

So is there really nothing worth watching on Channel 5? The best offering I have found has been *Ferry Tales*, a short documentary series about the French cross-Channel company which, even with state subsidies, is having trouble competing against the British and Scandinavian boats and the Channel Tunnel. Scarcely earth-shattering stuff, the programmes have shown how costs these days are

cut to the bone, staffs are slimmed to the minimum, speed is of the essence - with the ships docking, re-loading and leaving in astonishingly short times - and the British abroad (and aboard) are not a pretty sight. So what is new?

Among the new programmes on other networks is *Ruby*, a chat show chaired by Ruby Wax and screened at 11.15 pm on Mondays, Tuesdays and Wednesdays on BBC2. As with any such programme, this one will stand or fall on the quality of its guests, and so far it has looked pretty good. The comedians who talked about international aspects of their craft made an interesting bunch (though some of the clips selected to illustrate their work were dire) and the discussion on drugs between Marianne Faithfull, Will Self and Lucinda Lambton was tantalisingly promising.

Unfortunately when a hammer and tongs spat between Faithfull and Self (both famed drug users) on one side, and on the other Lambton (*deeply opposed*) seemed imminent, Wax blew it and you wondered whether she is really the best person for this job. Someone less determined to get her own ear in, and more sensitive to undercurrents, might be better.

Wokemore is, believe it or not, yet another police drama series from ITV. This one looks as though Hammer Films was asked to cross *Heartbeat* with *Clochmerie*. In a small town where everyone's business is known to everyone else, red-haired barmaid Cheryl is carrying on with her ex-husband while preparing for her marriage to Ted the butcher. The opening episode reached its climax with the police using a wooden model of a butcher as a battering ram to smash their way into the butcher's shop where Ted was holding Cheryl over the butcher's block, cleaver poised to chop off her hand. You know, just a normal wet Thursday in any northern town.

Visions Of Snowdonia (BBC2 again) is a bit of a pun, given that - judging from last week's opening episode - the programmes combine visual aspects of the national park with more personal visions. Sam Roberts, park warden and focus of the programme, remained impressively benign in the face of naivety bordering on idiocy from some visitors. For a man who writes poems to Snowdon and appeared to be literally in love with the mountain, he also seemed generously resigned to the paradox of so much modern tourism; that its success threatens to destroy the very attractions which create that success. A million boots and trainers are wearing Snowdon away: we saw Roberts in a gully with his head on the level where his feet used

to be when he walked there as a boy. Whether the subject of this series is travel, environmentalism, or fascinating eccentrics hardly matters: it works.

Which is more than can be said, in the end, for *Melissa* on Channel 4. This five-part re-write of a Francis Durbridge thriller by Alan Bleasdale, no less, began by looking old fashioned; showed promise in the middle of developing into a vintage Bleasdale character study; and then, in the last two episodes (which, we were told, contained the original plot) collapsed in a welter of unlikeliness. The idea of the murderer shoving "Rhett Butler" off the steamer for practice was far-fetched enough. The notion of his murdering Steve merely to discover, further, whether he was capable of killing a friend was worse. But what was unforgiveable was to portray the murderer all the way through as a normal, rational being and then to tell the audience that the solution to the entire mystery is that he was actually barking mad, but that you were keeping this a secret. If Bleasdale wants to do any more thrillers he should first read plenty of Christie and Sayers and learn the rules.

Opera/Andrew Clark

Wisdom fused with youth

For opera-goers in the southern part of the UK, it's going to be difficult to avoid *Simon Boccanegra* over the next month or two. And who's complaining? Welsh National Opera has just unveiled a new production which sets out the story in spare representational terms - practical for a touring company, and ideal for audiences encountering the work for the first time. Next week the Royal Opera opens its 1997 Verdi festival with a revival of the handsome Moshinsky staging, to be followed next month by a new production of the little-known first version of the opera.

Boccanegra will never rank as popular Verdi, but it has achieved a status in the internal repertory few could have imagined even 15 or 20 years ago. That status is not hard to explain: in the revised 1881 version, which Verdi and Boito fashioned out of a work composed nearly a quarter of a century earlier, an ageing man's wisdom and experience are fused with the vigour of youth, in a form which takes account of life's complexity. *Boccanegra* does not sell itself cheaply; it always rewards a return visit.

And that proved very much the

case at Cardiff's New Theatre on Monday. The conductor, Carlo Rizzi, brings unexpected excitement to a score better known for its sombre colouring, and it is a pleasure to hear the choral tablatures sung with energy and refinement. Some of the phrasing and balances need further attention, but the overall impression is shapely and characterful.

David Pountney's staging finds him returning to the mild, non-interventionist style of his apprentice years at Scottish Opera. This may be welcomed by those who regret his slide into increasingly abstruse avenues of interpretation elsewhere; but in the WNO *Boccanegra* he has gone to the opposite extreme, and I found myself wishing for a more inclusive viewpoint.

That impression may have something to do with Ralph Koltai's decor, which consists of little more than a pair of mobile flaps representing destiny and death; and Petrarch's patriotic poetry emblazoned on the back wall in the final scene is both mystifying and distracting.

Philip Joll's corsair-turned-statesman is a microcosm of the production: solid but uninspiring, lacking a Veridian breadth of voice and vision. Alastair Miles's Fiesco is, by contrast, a world-class portrayal - eloquently contoured singing, matched by sincerity of expression. Paul Charles Clarke's modest tenor is no match for the headstrong young nobleman Adorno, but Nuccia Focile scores a big success with Amelia, the brilliant colours of her voice filling out as the evening progresses.



Nell Dunn's 'Steaming' revived: the play looks rather more exposed than the actresses

Theatre/Sarah Hemming

Women sing the bath house blues

The set for this revival of Nell Dunn's *Steaming* is wonderful. Robins Don has recreated a dilapidated old Turkish bath house on stage, complete with wrought iron staircase and battered tiles, steamy atmosphere and icy plunge pool. After a while, you want to climb on stage and join in. This, I recall, was one of the main attractions of the film of this 1981 play: it drew you into the other world of the baths, a safe haven with its own rules and own pace, and gave you the sense that you were really eavesdropping on the women's troubles. But while Ian Brown's production looks the part, it never quite takes off: paradoxically, the play's seductive, slow rhythm does not seem to work so well on stage.

The main drawback is the play itself, which is showing its age and looking rather more exposed than the actresses who have to strip off on a regular basis. It is still often funny and the basic idea - throwing together six very different women who join forces to fight for the survival of their

beloved baths - is most appealing. But the characters are flimsily drawn and too schematically arranged. Each of them is learning to cope with a man and each has been disappointed in love, but when you start to examine them, they look too much like a tidy set of case histories.

They are the repressed Mrs Meadows, whose husband was a gentleman - he never bothered me after Dawn was born; Nancy, who played the dutiful barrister's wife for 18 years until he walked off with a lover; Jane, who was destroyed by her easygoing "open" marriage - he had affairs, she pretended she didn't mind; brash Josie, whose life revolves around her sexual satisfaction, who regales us with the details of her intimate exploits and who

ushers in men and how to live with or without them. But little of it is very revealing or surprising. Nancy and Jane's discussions about freedom and female empowerment seemed clumsy stitched on and rather toe-curlingly unconvincing.

Despite these shortcomings, the play is still very endearing. Nell Dunn has a great ear for the

way women talk, dipping from one subject to another in apparent non sequiturs, as easily as they slip from the steam into the cold water. Her script is funny and affectionate, and the characters, if slender, are warmly drawn.

All the cast revel in this. Jenny Eclair plays a blinder as Josie, making her a brittle, bubbly peroxide blonde, but letting you see that beneath her bravado is a rather courageous and lonely woman. Sheila Reid is enjoyable as the tight-lipped Mrs Meadows and Julie T. Wallace is touchingly funny and childlike daughter. There's a nice performance too from Diane Langton as the bath attendant, who combines bosomy comfort with a voice that could descale a bathtub in 50 paces. Ian Brown's production is sensitive, but still slightly self-conscious. Once everyone has relaxed a little, the play's gentle rhythm might begin to hold sway more and it might really start to steam.

Piccadilly Theatre, London W1
(0171-369-1734).

May 23
■ BONN
OPERA
Oper der Stadt Bonn Tel: 49-228-7281
● Die Zauberflöte: by Mozart. Conducted by Gustav Kuhn, performed by the Chor der Oper der Stadt Bonn and the Orchester der Beethovenhalle Bonn. Soloists include René Pape, Lothar Ondrus and Reimo Lauka; May 24

■ DUBLIN
EXHIBITION
Irish Museum of Modern Art Tel: 353-1-6718666
● The Glen Dimplex Artists Award Exhibition 1997: display featuring works by the six artists shortlisted for this year's award: the sculptors Stephen Craig and Dorothy Cross, painter Willie McKeown, multi-media artist Maurice O'Connell, photographer Paul Seawright and the partnership of Phelan and McLoughlin who work with time-based art; to Jul 13

■ LEIPZIG
CONCERT
Gewandhaus zu Leipzig Tel: 49-341-12700
● Thüringischer Akademischer Singkreis: with conductor Michael Gläser; works by Kuhnauf, Schütz, Bach and Grieg; May 24

■ MADRID
EXHIBITION
Palacio de Velázquez Tel: 34-1-573-62-45

■ NEW YORK
CONCERT
Juilliard Theater and Paul Recital Hall Tel: 1-212-769-7406
● Juilliard Pre-College Orchestra: with conductor Rossen Milanov in works by Ravel and Dvorák; May 24

EXHIBITION
MOMA - Museum of Modern Art Tel: 1-212-789-9400
● Objects of Desire: The Modern Still Life: exhibition examining the

development throughout this century of the still life genre, featuring works by Picasso, Magritte, Miró, Joseph Cornell, Jasper Johns and Christo; to Sep 8

■ MUNICH
EXHIBITION
Kunsthalle der Hypo-Kulturstiftung Tel: 49-89-224412
● Alberto Giacometti: display of works by the Swiss sculptor famous for his bronze stick figures; to Jun 23

OPERA
Cuvilliés-Theater - Altes Residenztheater Tel: 49-89-296836
● Die Verkaufte Braut: by Smetana. Conducted by Jun Märkl, performed by the Bayerische Staatsoper. Soloists include Marta Kobiel, Petra-Maria Schnitzer and Hans Günter; to Jun 23

■ TEL AVIV
CONCERT
The Opera House Tel: 972-3-6927777
● Die Zauberflöte: by Mozart. Conducted by Lawrence Foster, performed by the Deutsche Oper Berlin. Soloists include Uwe Peiper; May 24

■ THE HAGUE
CONCERT

The abiding hope at the Royal Opera House is that the spotlight will eventually be turned back upon the stage. Whatever dramas have been acted out behind the scenes, some as bloody as any Greek tragedy, the Royal Opera has continued to put on performances to an international standard.

Last week it was *Elektra* with a star cast. This week it is *Elektra* again, with an alternative rather than a second best cast. Having set aside time to rehearse the orchestra in Strauss's most complex score (the playing under Christian Thielemann's direction is splendidly rich-toned), it makes sense to offer a good run of performances; and alternating two singers in the title-role allows each time to breathe.

In fact, *Elektra* number two almost did not sing at all. Hildegard Behrens pleaded a throat infection (is there any role an ailing soprano would less want to face to such?) but carried on anyway. It is almost 10 years

since I last heard Behrens, so it is difficult to tell how much her throat was troubling her. Not much at the top of the voice, one imagines, where she was singing fearlessly, with no faking of those perilous high C's; but the middle did not have much weight and she resorted to throat-shouting lower down.

To anybody brought up in the generation dominated by Nilsson and other Scandinavians, Behrens's warm, Germanic *Elektra* belongs to a different branch of the family tree. Instead of their steely vocal power and determination, she offers a womanly presence and a more expressive way of singing. This *Elektra's* triumph over evil is by no means a foregone conclusion, which makes the journey through hopes and fears more moving.

The most outstanding scene

was her meeting with the radiating Klytemnestra of Jane Henschel, a frighteningly edgy mother-daughter encounter. Henschel punches out the words and enjoys going over the top. Alan Held is a strong and true Orest and Nadine Seconde, who must have a sense of humour to model in that Marilyn Monroe frightened, wrings everybody's withers with her all-out, rather humpily-slung Chrysothemis.

So there are plenty of forceful personalities around and there is another in the pit, where Thielemann hoists his banner as the last of the old-fashioned romantics, leading the slowest and grandest performance of this opera I have heard. Most conductors delight in taking this score apart to display its phenomenal detail; Thielemann puts it back together again and shows how conventional much of the underlying harmonies are. No dyed-in-the-wool romantic will want to miss it.

Richard Fairman

Dr Anton Philipszaal Tel: 31-70-3607927
● Residentie Orkest: with conductor Evgeny Svetlanov perform works by Schumann and Brahms. Part of the Brahms Festival '97; May 24

■ VIENNA
CONCERT
Konzerthaus Tel: 43-1-7121211
● Wiener Kammerorchester: with conductor and violinist Ernst Kovacic perform works by Barber, Bolcom and Beethoven; May 24

EXHIBITION
Galerie Colbert Tel: 33-1-47 03 81 26
● Pasolini gráve la nuit: the first retrospective of work by the Frenchman who began his artistic career as a newspaper illustrator. On display are 100 pieces, including prints, engravings and illustrations, with an additional display of works by contemporaries and associates, including Laborda and Gross; to Jun 14

■ WOLFSBURG
EXHIBITION
Kunstmuseum Wolfsburg Tel: 49-531-26890
● Bruno Munari 1966-1986: exhibition featuring over 50 works surveying Munari's major film, photographic and video works over the past 30 years; from May 24 to Sep 14

■ THE HAGUE
CONCERT
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● Die Zauberflöte: by Mozart. Conducted by Lawrence Foster, performed by the Deutsche Oper Berlin. Soloists include Uwe Peiper; May 24 to Sep 14

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Financial Times Business Tonight

COMMENT & ANALYSIS

Edward Mortimer



The satanic dialogue

As Iran prepares for elections, the US and the EU should agree a more rational approach towards Tehran or they risk falling out with each other

"They degrade women under the name of Islam; they don't pay any attention to them; they do not allow them to take part in the political process; women do not have the right of political presence in society and they say this is Islamic. This is a distortion of Islam."

Who says so? Some brave Egyptian feminist? A Tunisian minister? Wrong. That is an extract from a campaign speech made a week ago by Hojjatolislam Ali Akbar Nateq Nouri, the conservative candidate favoured by the Iranian religious establishment in this Friday's presidential election.

Mr Nated Nouri affirmed "there is no difference between men and women" and claimed credit for a legal reform allowing women to become investigative judges. He was making a blatant pitch for the women's vote.

He will not have to compete for it against any women candidates. The current *majlis* (parliament), of which Mr Nated Nouri is the Speaker, has 17 women members, as high a proportion as the last UK House of Commons. But the Council of Guardians, which vets all presidential candidacies, eliminated the nine women applicants, including the daughter of a leading figure in Iran's Islamic revolution.

Out of 23 registered candidates, only four were left after the council had done its work. They include Mr Mohammad Khatami, the former culture minister, who was forced out of office for refusing to impose sufficiently strict censorship but is favoured by some clerics as well as intellectuals, artists and technocrats. The removal of other liberal candidates could even help Mr Khatami, although the most organised legal opposition party, which advocates not only greater democracy but also overtures to the US, is urging voters to leave their ballot papers blank.



Voting slip: there are no women candidates in Iran's poll

- It undermines the Arab-Israel peace process. Mr Shimon Peres, the former Israeli prime minister, has blamed terrorist attacks, allegedly Iranian-sponsored, for his defeat last year by Mr Benjamin Netanyahu.

- It is responsible for other terrorism, including the killing of 241 US Marines by a suicide bomber in Lebanon in 1983 – which Iran's ambassador to Syria at the time says he organised – and more recently the assassination of some 60 Iranian dissidents abroad, mostly in Europe.

- It is trying to develop weapons of mass destruction, especially a nuclear bomb, and long-range missiles.

- It poses a threat to shipping in the straits of Hormuz, and to the US military presence in the Gulf.

The Clinton administration has sought to respond to these perceived threats by a policy of "dual containment" – so-called because it applies to Iraq as well – of which economic sanctions are the main tool. While Iraq, because of its invasion of Kuwait in 1991, is subject to stringent UN sanctions, those against Iran have so far been mainly unilateral.

Mr Bill Clinton, US president, has promised "appropriate measures" if such a conclusion is reached. Meanwhile, the US regards Iran's behaviour as reprehensible on four counts:

Other western countries, notably those in Europe, have preferred to maintain economic ties with Iran while trying to deal with political problems in a so-called "critical dialogue".

This difference of approach has caused considerable friction across the Atlantic. Americans have accused Europeans of being soft on terrorism, and claim that, willingly or not, they are indirectly aiding and abetting Iran's nuclear ambitions. Europeans reply that isolating Iran will only make it more irrational and extreme. They also object strongly to the Iran-Libya Sanctions Act which the US adopted last year. This act institutes a secondary boycott of foreign companies investing more than \$40m (£24.6m) in Iran's energy sector.

Neither side is completely happy with the results of its policy. The EU last month formally suspended its critical dialogue with Iran after a German judge held the top leadership of the Iranian state responsible for the murder of four Kurdish opposition figures in a Berlin restaurant in 1992. The EU also formalised a previously informal ban on arms sales to Iran, agreed to co-operate in denying visas to Iranian intelligence agents, and invited non-member European states to align themselves with these measures. When Iran replied by refusing to let the German ambassador in Tehran return to his post, other EU members agreed to keep their ambassadors away.

On the US side, the Berlin court verdict coincided with an attempt by leading figures in the foreign policy establishment to secure a reappraisal of the dual containment policy. In an article in Foreign Affairs, two former national security advisers to presidents of opposite parties – Mr Zbigniew Brzezinski and Mr Brent Scowcroft – argued

for "a more nuanced approach" to Iran. This, they said, should focus more narrowly on the nuclear issue, which they identified as "the single most worrisome aspect of Iran's behaviour", and use carrots as well as sticks.

Demand for a change of policy within the US stems from various motives: belief that the present policy is ineffective, fear of a US-European confrontation, general dislike of boycotts and sanctions, and fear that US companies might be excluded from consortia exploiting the vast oil and gas resources of central Asia and the Caspian.

In theory the time should be ripe for a concerted US-European approach, in which both sides would agree on "benchmarks" for judging Iranian behaviour.

The Europeans could agree on specific sanctions to be applied if Iran were found to be continuing sponsorship of terrorism, or if it refused to co-operate with the more intrusive nuclear inspection procedures adopted by the International Atomic Energy Agency last week. The US could publicly identify the interests it shares with Iran – including the containment and, if possible, removal of Saddam Hussein – and its eagerness to co-operate if only it can be reassured about Iran's intentions.

At least the Iranian regime, as it reviews its foreign policy options after the election, would then know what price and what reward each course of action is likely to bring.

Unhappily it is more likely that Mr Clinton will feel unable to risk any suspicion of being soft on Iran, while Europeans remain unwilling to forgo the advantages of trade and investment. In that case Iran's behaviour will not improve, but transatlantic relations will certainly get worse.

Huge changes in developing countries pose threats as well as opportunities

Several big emerging markets hold enormous promise for the expansion of business and democracy around the world. But business executives, trade officials and foreign ministries are not sufficiently sober about the tumultuous transition that is occurring from Brasilia to Beijing and the many crises that loom in the Asia and the Caspian.

To many governments,

companies and investors are buying the line that Adam Smith and John Locke have completely won the day: they are making straight-line projections that the substantial economic and political progress which has occurred in east Asia, Latin America and central Europe will continue at the pace of the last several years. This is a dangerous miscalculation.

Some of the problems on the horizon are familiar. A significant rise in US interest rates, for example, could have a devastating impact in Latin America, which is so heavily reliant on capital inflows in stocks and bonds, much of which could migrate north in search of higher returns. In Asia, multinational companies are so bullish that we are seeing the spectre of overcapacity in electronics, petrochemicals and autos. Such gluts have historically played havoc in the world economy.

Then there is the sheer difficulty of implementing the next generation of economic and social reforms. From Mexico City to Seoul, progress in such areas as labour reform and education is nowhere near adequate to meet the requirements of minimum decent living standards, let alone the need for

societies to compete globally. Slow progress in developing modern banking systems is an Achilles heel that tends real problems.

It would be dangerous, too, to count on a continuous upward trajectory for trade expansion. Over the next decade, some 1.5bn young workers from emerging markets will enter the global workforce. They will be earning \$5-10 a day, against \$10 in the US, Europe, or Japan but – with access to western management, technology and capital – they will be almost as efficient.

We can expect rising imports and severe downward pressure on wages in the industrial world. Enormous protectionist tension is a real possibility.

These problems pale next to the difficulties that are arising as capitalism confronts weak or non-existent democracies. Free markets are emerging without the required political pre-conditions – without adequate regulatory structures, minimal safety nets, or fair and impartial institutions for enforcing the laws. The scenarios are frightening: Mafia dominated economies like Russia; breakdown of law and order in Brazil or Taiwan; seething pressures that could burst out in the open in Mexico or Indonesia.

This collision between economic and political forces is no small matter. It could put a monkey wrench in the wheels of economic reform, and lead to political chaos and instability. In the eyes of local populations, it could discredit the great transition to democratic capitalism, leading to a return of authoritarianism and futile, but disruptive, attempts at more centralised controls. If this happened, the economies of the US, Europe and Japan, which are increasingly dependent on trade with emerging markets, could be badly damaged. There would also be intractable foreign policy problems.

None of these potential crises ought to be an excuse for

Personal View · Jeffrey Garten

The challenges of an emerging world

Huge changes in developing countries pose threats as well as opportunities

Several big emerging markets hold enormous promise for the expansion of business and democracy around the world. But business executives, trade officials and foreign ministries are not sufficiently sober about the tumultuous transition that is occurring from Brasilia to Beijing and the many crises that loom in the Asia and the Caspian.

Such engagement would have several dimensions starting with intense efforts to build a global network of institutions such as the World Trade Organisation, which help these countries make their difficult transitions. Engagement should extend to serious technical assistance, bilateral and multilateral, to implement the second generation of micro-reforms from financial regulation to flexible labour laws. Efforts to bring China into the WTO should be accelerated.

The US Securities and Exchange Commission, together with its counterparts in Europe, should expand efforts to strengthen stock markets. Foundations, helped by legal societies in the west, should focus more on establishing the rule of law in emerging markets.

Global companies have a big role to play, too, for business has become the most powerful force shaping the world. Chief executives need to brace for the longer term in emerging markets. Part of that strategy should encompass investment and technical assistance in such fields as education, workforce training, and healthcare delivery. This is all the more necessary as the resources of western governments come under increasing pressure.

The big emerging markets are reshaping the world as we know it. We need a proportional and complex response. Blind optimism is not enough.

The author, under-secretary of commerce in the Clinton administration from 1993-95, is dean of the Yale School of Management. He is author of *The Big Tent: The Big Emerging Markets and How They Will Change Our Lives* (Basic Books).

LETTERS TO THE EDITOR

Number One: Spontaneous People's Movement

We're here to support you in your fight for democracy and freedom.

Number Two: The Big Tent

The Big Tent: The Big Emerging Markets and How They Will Change Our Lives

Split would realise Time Warner's real value

From Mr Ian H. Turroll

Sir, in your report on Time Warner ("Time for some results", May 14), you suggest that this company's performance is satisfactory, but just held back by large interest payments. This conclusion is somewhat misleading. However, I do agree with your analysis that it is time for Time Warner to split up.

As a general rule, equity holders demand a greater return than bond holders. If Time Warner cannot generate enough income to cover its interest bill, then it will certainly not generate sufficient earnings to compensate its shareholders adequately for the additional risks they bear. The company's businesses may be "firing on all cylinders", but its shareholders have reason to demand even better performance.

Mr Richard Parsons, president of Time Warner, suggests that Wall Street analysts are either dumb or lazy. Analysts have large incentives to produce an unbiased estimate of the company; there are large trading gains to be had if they can. If the stock is a poor performer, then I am forced to conclude that the analysts have got it right.

Time Warner bears considerable costs in managing such a group of disparate businesses and would be far better off if it were indeed split up, just as you suggest.

Ian H. Turroll

John M. Olin Fellow,
The William E. Simon Graduate School of Business Administration,
The University of Rochester,
Rochester NY 14627 USA

German government displaying political vision of no account

From Professor D.R. Myddleton

Sir, it is distressing to see that even the self-righteous German government is now willing to cheat in order to meet the Maastricht criteria on the permissible level of government deficits ("Bonn plans gold move to reduce its deficit", May 16). But it is

not surprising: the untrustworthiness in financial matters of governments all over the world is hardly a secret.

I do hope, however, we can now finally dispense with sanctimonious government instructions to commercial enterprises about methods of financial reporting. The fact is, as this recent episode

Lee cautioned Hong Kong governor

From Mr Yeong Yoon Ying

Sir, I refer to Kerry McGlynn's letter (May 14) that Mr Lee Kuan Yew had changed tack on Hong Kong.

Mr Chris Patten met Mr Lee on July 7 1992 with note-takers. To ensure there could be no misunderstanding over what Mr Lee had said to Mr Patten, instead of talking to Hong Kong journalists who were waiting to interview him, he gave them this written statement: "I believe if the objectives he [Patten] decides upon are within the framework of the Joint Declaration and the Basic Law, he would have firm grounds to govern and build upon during the transition up to 1997. I said the best measure of his success will be that the system he leaves behind continues to work well for Hong Kong beyond 1997."

McGlynn quoted Mr Lee's

reminds us, that political notions of "a true and fair world" are beyond contempt.

D.R. Myddleton, professor of finance and accounting, Cranfield School of Management, Cranfield, Bedford MK43 0AL, UK

interview with the Sunday Morning Post of October 11 1992.

Publicly, in that interview, Mr Lee had added: "[Patten's] blueprint resembled more an agenda for action of a nationalist leader mobilising his people to fight for independence from a colonial power than a valid programme of a departing colonial governor."

Privately, at Government House on October 10, Mr Lee cautioned the governor that the interpretation he had given of "functional constituencies" negated the meaning of "functional" because he had widened it to include all workers employed by those functional groups.

They would be representing the workers, not the professionals or businesspeople for whom they were intended.

By December 1992, three retired senior British For-

mer Service officers had

warned that the governor's policy gave the Chinese government an opportunity to renounce what they had agreed to. At his lecture at Hong Kong University on December 14 1992, with the governor as chancellor of the university in the chair, in answer to a question, Mr Lee read out extracts of what Lord David Wilson and Lord Murray Macleod had said in the House of Lords, and also what Sir Percy Cradock had written. They all made clear that Mr Patten's course of action was contrary to what they, on the British team, had negotiated and agreed upon with the Chinese government.

Yeong Yoon Ying, press secretary to senior minister, Prime Minister's Office, Singapore

safe enough to elect, apparently without a big reverie to the basic principles of the commonsense right, which simply were not available to vote for this time.

The Labour party must fear Mr Clarke as opposition leader about as much as a dog fears having his tummy tickled. Purveying of the opposite notion is obvious disinformation.

Andrew Shouler, 155 Conway Gardens, Gray's Inn, London WC1R 0BP, UK

Nothing to fear with Kenneth Clarke

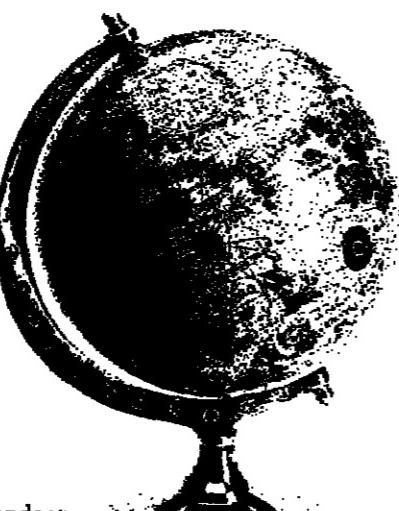
From Mr Andrew Shouler

Sir, it is no surprise that your columnist Philip Stephens should favour the Europhile social democrat Kenneth Clarke for leader of the UK Conservative party ("Clarke the fighter", May 19). But, bearing in mind that Mr Clarke was (a) almost singularly responsible for denying the Conservative party a united, popular and (most importantly) genuine Eurosceptic stance during parliament's last term, and (b) as a bulwark of the Tory left, generally partook in the abandonment of

the UK's recent general election.

It is quite plain, therefore, that the Conservative party has negligible chance of wresting power back from the pseudo-Conservative Labour government (sufficiently non-socialist to be

No local touch.



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جذب اموال

COMMENT & ANALYSIS

FINANCIAL TIMES

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Wednesday May 21 1997

Remaking Maastricht

It is time for the latest spin of the Great European Union Constitutional Carousels, also known as the intergovernmental conference. When the leaders of the EU gather on the Dutch North Sea coast on Friday for an extraordinary summit, they are not just meeting to admire the charms of the newest member of their club, Mr Tony Blair. They are supposed to be giving their constitutional negotiations one last concerted push in the hope of reaching a conclusion in Amsterdam in June.

No one should have exaggerated hopes about the likely outcome. The experts have laboured for many months to refine and adapt the Maastricht treaty, and made little progress towards their vague ambitions of greater integration and greater efficiency. There have been modest compromises on how to reinforce the common foreign and security policies of the Union, and on wider areas for majority voting. But the emphasis is on modest.

Important areas remain to be agreed, including how far the summit participants can go towards joint immigration policies, border controls and crime-fighting. They have to decide the crucial question of changing the voting strength of member states to reflect more closely their populations. And they have to curb the inexorable growth of the European Commission and its bureaucracy, as the EU looks set to expand towards a membership of 25, or even 30.

Better atmosphere

Nevertheless, the advent of a new British government with more room for manoeuvre than its Conservative predecessor has undoubtedly improved the atmosphere. Mr John Major might have had to veto practically any change in the rules. Mr Blair has made clear he can and will move some of the way. The question is, how far should he go, and how far should his fellow heads of government be seeking to move?

They should be guided by the need to make the EU relevant,

efficient and accountable. As far as the first is concerned, its most relevant achievement to date has been the creation of the single market: more majority voting to make that a reality would make decision-making easier. There is also a case for widening majority voting to other areas of community competence, such as environmental policy, industrial policy, regional aid and research. On these areas, the European parliament should be given more powers of co-decision, to provide more democratic control at the EU level. National parliaments cannot do it alone.

Cautious Blair

Now a majority of member states wants to make the EU more relevant by adding cross-border crime-fighting and immigration control to the list of community rather than merely intergovernmental actions. On that question Mr Blair is as cautious as his predecessor. Not only does he not want to be bound by such policies; he does not even want them to be part of the joint EU decision-making machinery.

That seems a bit unreasonable. It is certainly not as if the rest of the member states want to be soft on crime or immigration. Quite the reverse. There is a likelihood that in return for freedom of internal movement, the EU will adopt very tough external controls. If Britain is going to opt out, it can surely allow the rest to enforce their rules under the treaty.

But that raises the whole question of flexibility in the future. When the former British government looked set to veto all attempts at further integration, flexibility seemed attractive: it would allow a majority to move forward, and a minority to dissent. But it is a route which could put the existing unified institutions of the EU under intolerable strain. It should be a policy of last resort.

When flexible policies are agreed in future, they should – as in the case of Emu – be agreed by those who stay out as well as those who participate.

All change for the super-SIB

Mr Gordon Brown, the UK chancellor, yesterday produced another huge financial reform, like a rabbit out of a hat.

Only two weeks after announcing that the Bank of England was to be given operational responsibility for monetary policy, he told the House of Commons that the Bank is also to lose its responsibility for banking supervision. This will be transferred to a reformed Securities and Investment Board (SIB), which will subsume the three self-regulatory organisations (SROs).

In broad outline, the proposals are welcome. The two-tier structure for regulating non-banks, set up under the 1986 Financial Services Act, proved cumbersome, costly and often ineffective, as the departing chairman of the SIB, Sir Andrew Large explained in the FT this week. One of the most serious indictments is that many thousands who were mis-sold pensions are still waiting up to 10 years later for compensation, despite the efforts of the SIB to secure justice for them.

Moreover, as Mr Brown rightly pointed out yesterday, the distinction between banks and non-banks has been eroding steadily. So it makes sense to simplify the regulations under the authority of one body. This will help the City in relations with multinational institutions and foreign regulators, who have great difficulty in understanding the present system.

Narrow focus

There is also an argument, supported by examples from other countries, such as Germany, for narrowing the central bank's focus to the task of monetary management. It will be freed thereby from the risk that a regulatory failure would damage its reputation.

However, the creation of a super-SIB will not conjure away the fundamental difficulties of financial regulation. Mr Brown said his sudden and unexpected announcement was being made now to give all interested parties time to say how they think the new arrangements should work in practice. After the

transfer of the Bank's regulatory responsibilities in a Bank of England Act, probably in early autumn, a new Financial Services Act will be needed. It is most important that the drafting is not over-rushed, and that adequate time is allowed for consultation.

One reason is that the new SIB will become one of the most powerful regulatory bodies in the world. It will therefore need to achieve a number of important balances. It must preserve a clear distinction between regulation at the retail and at the wholesale level. The rules must also be drafted to ensure that the squabbles which plagued the SIB and the SROs will not be replaced by turf wars within the unified organisation.

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Lessons from the east

The recovery in the UK car industry, fuelled by the Japanese, has made it a testing ground for global output, says Haig Simonian

For an industry which seemed stuck in reverse a decade ago, Britain's carmakers have roared through the 1990s with all the brio of an Italian racer.

This month alone, Hyundai, South Korea's biggest carmaker, revealed it was looking at three sites for a possible UK plant. Toyota, Japan's biggest car company, which already builds vehicles in Britain, may also weigh in with a third model range at its Derbyshire facility around the end of the decade.

Coupled with earlier expansion plans by Jaguar (the Ford subsidiary), Rover (owned by Bayerische Motoren Werke of Germany), and Vauxhall (General Motors's local arm), car output is expected to exceed 2m units a year by 2000. That compares with 1.69m units last year and is double the 1.02m cars made in 1986.

Such strong growth, which started with the arrival of Japanese carmakers in the late 1980s, has transformed the UK's steady decline in the international car-making league. Britain has widened the lead gained over Italy in 1993 as Europe's fourth biggest carmaker. Now it is closing the gap on Spain for third place after Germany and France. Output last year was the highest in 22 years. Not since the "golden era" between 1963 and 1974, when production exceeded 1.5m units, has the UK built so many cars.

This year, however, has seen some sputters in the accelerating trend. While some manufacturers have announced significant increases in output, Ford and the Fiat group's Iveco commercial vehicles subsidiary surprised observers with plans to slim down or close some British operations.

Their decisions have raised doubts about the recovery in Britain's competitiveness, which was previously unquestioned. The issue has an international resonance: the UK, where foreign companies account for a remarkable 99 per cent of output, has become a testing ground for the world motor industry.

"It's no longer true to talk about the British motor industry, but the motor industry in Britain," says Mr David Leggett, director of forecasting for CSM Europe, a motor industry consultancy.

In Germany, France and Italy, production is dominated by domestic brands. In the US, the "Big Three" carmakers account for 73 per cent output. No foreign carmaker has had the temerity to build vehicles in Japan in recent memory, although Ford and GM own stakes in Mazda and Isuzu respectively.

"Britain has become a live experiment for the global motor industry. You have the best of the Americans, Europeans and Japanese manufacturing here. It really is the place where you can see it all happen," says Mr Ian Gibson, chief executive of Nissan in the UK.

The reason some vehicle makers in Britain are raising output while others are scaling down lies in the evolution of car production in the 1990s. Nissan, Honda and Toyota, the three Japanese brands manufacturing in Britain, have fuelled the growth.

None the less, it is Japanese car manufacturers that will account for the bulk of the increase, and it is from them that the UK's other carmakers have learnt five crucial lessons for their own growth:

● The need for strong exports. Production for foreign markets has given the Japanese the volume to justify their investments and subsequent expansion. Out-

Made in the UK: Japanese-led exports

Japanese carmakers in Britain

Nissan

Iveco

Ford

BMW

Vauxhall

Jaguar

Rover

Peugeot

Citroen

Honda

Toyota

BMW

swissair
world's most refreshing airline.

FINANCIAL TIMES

Wednesday May 21 1997

swissair
world's most refreshing airline.

Japanese cabinet ministers had accounts with Nomura

By Gillian Tett in Tokyo

Japan's Nomura scandal took a new political twist yesterday when it emerged that three cabinet ministers held accounts at the disgraced securities company.

The revelations came as prosecutors raided Dai Ichi Kangyo (DKB), one of Japan's largest commercial banks, in connection with the scandal at Nomura, which is accused of paying protection money to corporate gangsters.

The government said the three cabinet members, whose names have not so far been released, had held so-called "VIP" accounts at Nomura – which the bank had set up specifically for important clients.

But an official denied the ministers had been involved in any wrongdoing. Mr Seiichiro Kajiyama, a government spokesman, said: "I have checked with the three ministers and there is no connection [with the Nomura scandal]."

However, the disclosures forced Mr Ryutaro Hashimoto, the Japanese prime minister, to make a statement explaining that he did not hold a VIP account at Nomura.

The securities company denies that its 8,000-9,000 VIP clients received preferential treatment.

The ministers' admissions



A group of about 100 officials of Tokyo district Public Prosecutor's Office entering the head office of Dai Ichi Kangyo Bank in Tokyo yesterday during corruption inquiries

Picture AP

have fuelled suspicions in Japan that the recent allegations about Nomura are only part of a broader web of illicit financial links, which may have affected a wide range of other companies.

The VIP accounts have been the focus of police investigations since the Securities and Exchange Surveillance Commission, Japan's financial watchdog, accused Nomura of using such an account to make illegal compensation payments

to a property company linked to *sokaiya*. *Sokaiya* are corporate extortions who demand bribes in exchange for not revealing sensitive information about companies at shareholder meetings.

The Japanese media claim the same property company received large unsecured loans from Dai Ichi Kangyo, which were then used to buy shares in other securities companies.

DKB yesterday refused to comment on the reports.

However, Mr Kunihiko Matuo, deputy chief prosecutor, confirmed yesterday that the raid on was linked to the probe into the Nomura scandal. DKB shares fell ¥80 to Y1,390 (\$12).

The raid on DKB follows extensive allegations in the local press that the bank had loaned money to a property company linked to the same corporate gangsters arrested last week during the Nomura investigation.

The Federal Reserve is playing a dangerous game. Short term, of course, there was a case for leaving interest rates unchanged: slowing growth, subdued inflation and the tentative outlines of a budget deal all pointed this way. And there is always the option of doing in July what it failed to do yesterday. Still, the Fed's logic is difficult to fathom. The core issue is balancing the risk of higher inflation against the risk of lower growth. With unemployment down to 4.9 per cent since the Fed raised rates in March, and the economy growing at more than double the 2% per cent "speed limit" considered safe by the Fed, the risk of higher inflation is clearly the more pressing one.

The enthusiastic response of markets was predictable, but may well prove short-lived. The Fed can hardly believe it has curbed excess demand with only a 25 basis points tightening. How much more will be necessary? True, back in 1995 a similar 200 basis point real fed funds rate slowed the economy sharply. But this time round the household and corporate sector are in much more robust financial shape. Add to that the upturn in activity in Europe and Japan, and another 50 basis points tightening looks likely by early next year. This can hardly be good news for bonds, and yields look set to climb. Equities have the consolation that the recent fall in the dollar will boost corporate earnings. But under this structure, benefits could take an awfully long time to come through.

Cariplio

It is hard to spot the winner in the battle for Italy's biggest savings bank, Cariplio. Banca Commerciale Italiana (BCI) shares rose after it lost out to Banco Ambrosiano Veneto (Ambroveneto). BCI's investors were presumably worried they would be funding Mediobanca's ambitions to widen its sphere of influence – the Milanese merchant bank has strong links with BCI. Nonetheless, this outcome leaves BCI strategically bereft. The removal of currency barriers to foreign banks after European economic and monetary union poses a considerable competitive threat, and BCI is poorly placed to respond.

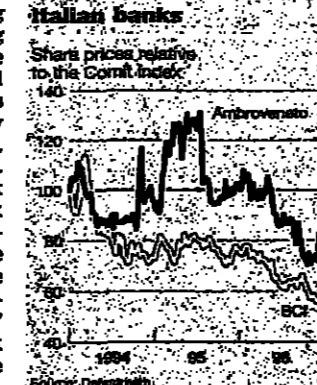
The deal propels Ambroveneto into the big league with the largest retail banking networks in the affluent Lombardy and Veneto regions. But Italian bank takeovers in opposing the proposal.

Mr Cook made clear that he was unwilling to support any proposals which undercut the position of the Nato alliance as the guarantor of security in Europe. Denmark also expressed strong opposition.

Still, on its own, the grand institutional rejigging announced yes-

THE LEX COLUMN Fed freeze

FTSE Eurotrack 200:
2357.1 (-6.3)



Source: Bloomberg

terday is just that. Simply moving a bunch of regulators from one body to another will make little difference unless their behaviour also changes. And that, in practice, will probably prove a more challenging project than it sounds.

Furthermore, regulatory philosophy matters far more than institutional topography. On that front there are few clues as to what the promised legislation will bring. Let us simply hope the government's taste for *bombes surprises* is something exhausted by the time it gets round to discussing the nitty-gritty. There is, though, one reason for optimism on the detail: Labour's thumping majority. At least this means there is a better chance that the new legislation does not become quite so mangled in parliament as its ill-fated 1995 predecessor.

Corporate governance

Given the importance rightly attached to non-executive directors in the Anglo-Saxon world, surprisingly little attention is paid to the way they are appointed. That of course suits company chairmen down to the ground, since it makes it easier to appoint buddies without too much fuss. Of course, boardroom life has become considerably trickier since Britain's Cadbury report suggested formal nomination committees, themselves including a majority of non-execs. But this idea has not always been followed – Cadbury did not make nomination committees mandatory in the same way as audit or remuneration committees. In any case, even where nomination committees do exist, they are too often little more than a rubber-stamp.

Here then are a couple of modest suggestions for reform. First, where listed companies choose not to have a nomination committee, perhaps they should be required in their annual report to explain why. Second, where nomination committees do exist, the annual report should say something about how they go about their job. For instance, the committee might promise regularly to seek the views of bigger shareholders, or always to consider a proper range of candidates. Needless to say, such ideas could not hope to eliminate cronyism altogether. But they would make the appointment process a little less cosy – and usefully so.

Additional Lex note on Marks and Spencer, Page 27

Rubin to place IRS under closer Treasury scrutiny

By Gerard Baker
in Washington

The Internal Revenue Service, under widespread attack for being overbearing, inefficient and unaccountable, is to be placed under closer supervision by the US Treasury.

Mr Robert Rubin, Treasury secretary, said his department planned to seek legislation to institutionalise intense supervision of the US national tax collection agency by the Treasury.

"There are real problems at IRS that have developed over many, many years and that will take time to correct," Mr Rubin said, announcing the changes with Mr Al Gore, the vice-president.

Improving the accountability of the organisation would be an important step towards correcting the problems. Three

specific measures will be introduced. First, the Treasury will establish an IRS oversight board of administration officials that will meet regularly to review strategic, personnel and procurement decisions.

Second, the Treasury secretary and deputy secretary will be obliged to appear twice yearly before a congressional committee to report on the conduct of their supervisory responsibilities.

Third, an IRS advisory board is to be appointed, comprising individuals from outside government to bring private-sector and consumer expertise to bear on IRS management. This board will produce an annual report to the taxpayers on the IRS performance.

The proposals, first outlined by Mr Lawrence Summers, deputy Treasury secretary, two months ago, are a direct

response to calls for reform of the IRS from Congress and pressure groups.

The agency has a reputation for aggressiveness in dealing with taxpayers, but also for alleged inefficiency. Management and computer problems mean an estimated \$150bn in tax go uncollected each year.

Last year, the agency was said to have botched an attempt to improve its computer systems, at a cost of more than \$3bn.

But the plans are also an attempt to head off calls for more radical reform of the IRS. Some Republican politicians have called for the agency to be partly privatised as a means of improving efficiency.

Mr Rubin yesterday categorically rejected those pleas, saying it was critical that tax collection remained in the public sector.

Cook urges concessions

Continued from Page 1

prepare the Union for enlargement to central and eastern Europe.

These issues – the size of the European Commission and the weighting of votes in the Council of Ministers – would only be settled at a "night of the long knives" in Amsterdam, said Mr Klaus Kinkel, German foreign minister.

Franco-German proposals for a phased merger of the EU and the Western European Union, its embryonic defence arm, also met with strong resistance. Britain was joined by the four neutral countries – Austria, Finland, Sweden, and Ireland – as well as Denmark in opposing the proposal.

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EU protests to China over trade discrimination

Continued from Page 1

Netherlands. The foreign ministry attributed the decision to switch airport contracts to "normal commercial factors".

Beijing had made clear its displeasure at the human

rights resolution by cancelling visits to Europe this month by officials.

In addition, Beijing postponed indefinitely a Dutch trade mission next month which Dutch business estimated would cost it between

£1.5bn and £1.2bn (\$787m-\$1.05bn) in deals with China.

Billed as the most important for five years, it was to have been headed by Mr Hans Wijers, economy minister, and Mr Hans Blankert, chairman of the VNO-NCW, the Nether-

lands' main employers' federation.

In Beijing, a Danish embassy official said several projects involving Danish companies had suffered because of the row, and that some official visits had been cancelled.

Five-day forecast

The UK and the Benelux will be cooler with cloudy periods and showers.

Northern areas of the Continent will be changeable.

The Balkans and south-east Europe will become unsettled, but will remain warm.

TODAY'S TEMPERATURES

Maximum Celsius
Abu Dhabi sun 37 Belgrade sun 29
Accra shower 31 Berlin sun 27
Algiers sun 32 Brussels sun 26
Amsterdam shower 18 Bogota sun 29
Athens sun 29 Bombay sun 30
Atlanta sun 26 Brussels sun 25
B. Aires shower 16 Budapest sun 24
Barcelona shower 16 Copenhagen sun 25
Bangkok shower 38 Cairo sun 30
Buenos Aires shower 20 Cape Town sun 19

Minimum Celsius
Caracas sun 29 Cagliari sun 21
Copenhagen sun 18 Geneva sun 21
Frankfurt sun 17 Gibraltar sun 24
Greece sun 17 Madrid sun 24
Hamburg sun 14 Melbourne sun 23
Helsinki sun 11 Mexico City sun 29
Hong Kong sun 29 Miami sun 25
Iceland sun 16 Moscow sun 22
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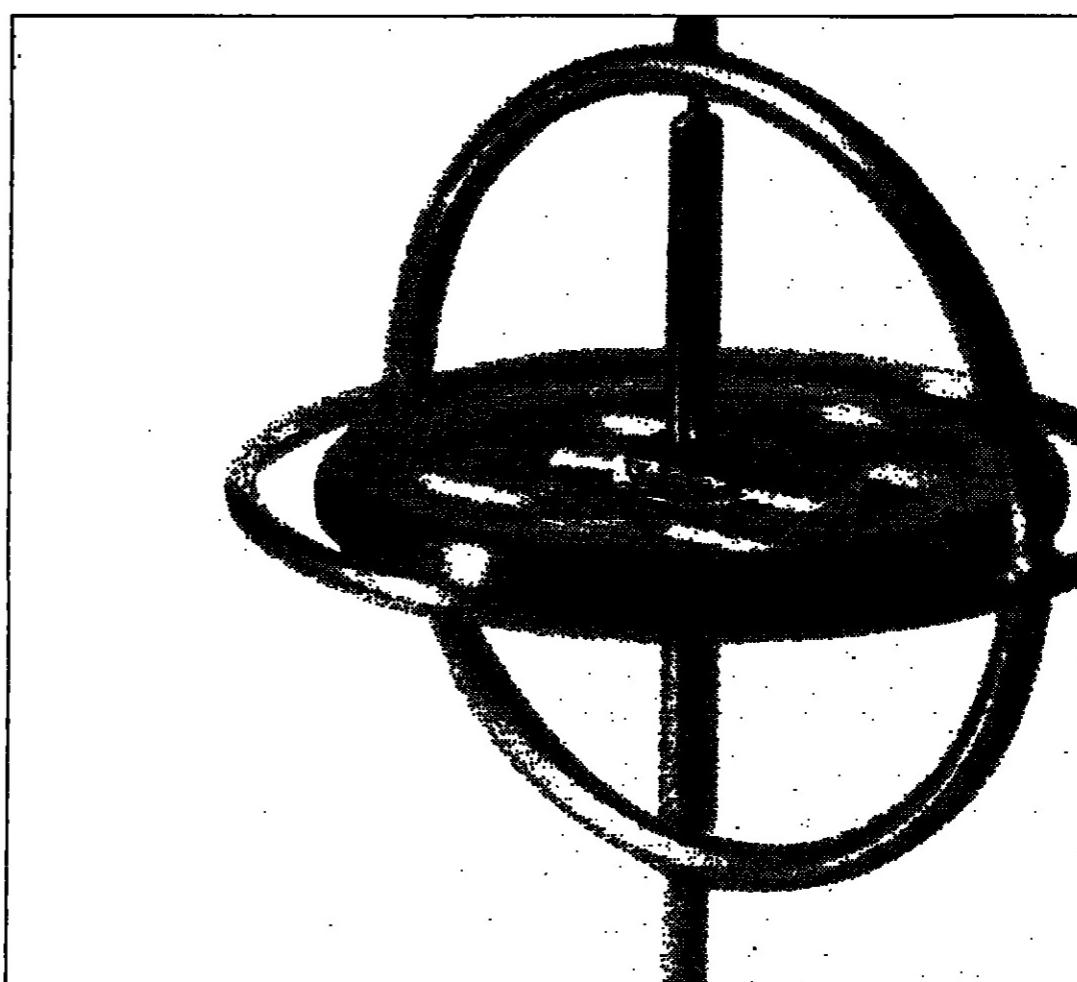
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Fair 14
Rain 14

FT WEATHER GUIDE

Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

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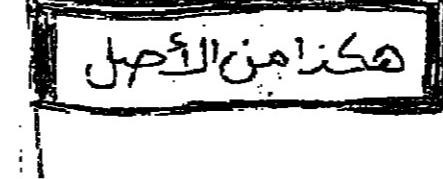


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FINANCIAL TIMES COMPANIES & MARKETS

THE FINANCIAL TIMES LIMITED 1997

Wednesday May 21 1997



Week 21

IN BRIEF

Amex narrows focus

American Express, the US financial services group, is to focus its expansion on about 25 countries. It will franchise operations elsewhere. Page 24

Sumitomo reports \$1.28bn loss
Copper trading losses have pushed Sumitomo, the Japanese trading company, into the red for the first full year in its history. It recorded an after-tax loss of Y14.6bn (\$1.28bn). Page 25

Marks and Spencer posts record profit
Marks and Spencer, Britain's largest clothing retailer, posted a record profit of £1.1bn (£1.75bn) for the year to March 31. Page 27

HSN to buy Ticketmaster in \$210m deal
HSN, the US home shopping company, plans to take control of Ticketmaster, the biggest US ticketing service, in an all-share transaction worth about \$210m. Page 24

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FRANCE/PORTUGAL		The Second Cup	10.5 +
Shares	+ 8	Parfums	1.2
Petrol	517 + 8	Perrier	5.5 + 1
PSA	1885 - 43	Philips	5.5 + 1
CHAG Detours Pr	1153 - 15	Phoenix Mining	2.05 + 1.00
Monogrammes	701 - 16	Golden Ratio	2.05 + 1.00
SAP AG	300.5 - 9.5	PARIS (PPV)	22
Valeo	1130.5 - 25.5	Parsons	900 - 22
Philips	439 + 24	Davone	290.0 - 7.0
Actis AB S	109 + 12	Laposte	290.0 - 7.0
Carrefour A	109 + 12	Levi's	340.4 - 11.1
Post-Cos B	214 + 14	Monte Carlo B	221.5 - 8.2
Grundfos Italy	249 + 14	Scorpio-Wilbert	221.5 - 8.2
Philips	255 + 2	Symphonie	593 - 22
Anadarko	255 + 2	Wences Co	325.0 - 8.1
Elf	75 + 12	Daktronics	580 + 38
Elf-Dax	369 + 14	Mitsui Soyu	747 + 32
Advocaat (Papendrecht)	224 + 14	NIKKI Spring	484 + 37
Philips	75 + 12	Philips	554 + 24
Anadarko	255 + 2	Mount Mawell	2580 - 11.0
Elf	75 + 12	Neoplate Ind	994 - 46
Elf-Dax	369 + 14	MONDO KONG (MKC)	1000 - 10
Advocaat (Papendrecht)	224 + 14	Yodam HK	0.83 - 0.05

Bangkok closed. New York and Toronto prices at 12.30.

Gazprom poised to raise \$1bn

Russian gas company calls ABN-Amro and Goldman Sachs for help

By John Thornhill in Moscow and Robert Corliss in London

Gazprom, the giant Russian gas monopoly, seems set to confirm this week that bankers ABN-Amro and Goldman Sachs have been appointed to raise \$1bn within the next three weeks to pay a massive tax bill.

The expected appointment reflects a struggle among Gazprom's directors over the company's future financing strategy, and a fierce battle between foreign investment banks to win business with Russia's biggest company.

Dresdner Kleinwort Benson and Morgan Stanley - which have advised the company on a string of international capital market transactions, appear to have been temporarily sidelined - although they are still working on longer-term financing projects for Gazprom.

Some bankers fear that the appointment of multiple advisers, resulting in confusion over their responsibilities, could derail the capital-raising programme and discredit Russian borrowers in the eyes of foreign investors. "There is such a division of interests within

the company that it is almost paralysed," said a banker close to Gazprom.

Earlier this month, Mr Roman Vaykhirev, Gazprom's chairman, promised the government he would pay the company's outstanding \$1.2bn tax bill by June 10 and began exploring ways to raise the money.

Gazprom is still examining a range of financing options but seems likely to opt for a \$1bn bridging loan to be refinanced at a later date through a syndicated bank loan.

The company then aims to raise up to \$6bn a year to finance developments in the

Yamal peninsula via a mixture of convertible bonds and secured and unsecured debt offerings.

However, Mr Alexander Semenaya, the finance director, has lost Mr Vaykhirev's ear and in effect been replaced by a group of Gazprom veterans.

They have sought the advice of Middlesex Holdings, a small British trading company chaired by Lord David Owen, the former Basman peace negotiator.

Mr Masoud Alikhani, chief executive of Middlesex, has confirmed that talks with Goldman Sachs are at an

"advanced stage." Mr Vaykhirev now seems likely this week to instruct ABN-Amro and Goldman Sachs to raise the \$1bn - although no formal mandate has yet been signed. Both banks refused to comment.

However, market sources suggest both ABN-Amro and Goldman Sachs are prepared to commit \$500m of their own capital to provide a \$1bn bridging loan, which will subsequently be syndicated with a wider group of banks.

These banks are also likely

to manage a \$1bn convertible bond issue this summer.

NCB's bad loans level worse than previously believed

By Gillian Tett in Tokyo

The level of potential bad loans at Nippon Credit Bank, Japan's ailing long-term credit bank, is higher than previously thought, government officials yesterday admitted.

An investigation by Japan's ministry of finance has shown the bank has ¥7000bn (\$68bn) of potentially problematic loans, ¥150bn higher than previously declared by the bank. This figure is in addition to other confirmed bad loans.

The revelation is likely to fuel concern among analysts about the long-term future of the group. Although NCB announced last month that it had ¥1.26bn worth of bad debts, many analysts feared this was an underestimate.

NCB yesterday insisted the increase in the potential bad loan estimate reflected a more rigorous definition of problem loans, rather than an actual change in the bank's situation. The ministry insisted the bank still had a viable future and could cope with the losses though future provisions.

The ministry hopes that the conclusion of its investigation into NCB will persuade the rest of the industry to support NCB's ¥291bn recapitalisation programme. This envisages that private banks will purchase an additional ¥70bn of shares in the group, while life and non-life groups will purchase ¥97bn of shares and the Bank of Japan inject some additional capital.

Although the ministry had hoped the scheme could be announced when NCB reports its 1996 results next Monday, agreement on a support package remains difficult.

Most of the other banks have already indicated to the ministry that they would support the recapitalisation scheme, albeit reluctantly. However, the life insurance industry has so far refused to support the scheme, not least because it is trying to put together a separate support package for Nissan Mutual, the life insurance group which became Japan's first failure since the second world war this month.

Some observers hope the life insurance groups will be persuaded to co-operate if the banks promise to help with Nissan Mutual. However, officials point out that any deal is likely to take several weeks to complete.

EMI in \$30m Bowie deal

By Alice Rawsthorn in London

EMI Music has paid \$30m for worldwide distribution rights to the back catalogue of recordings by David Bowie, one of the most influential rock stars of the 1970s.

The deal, among the most valuable given to a rock star, involves 26 albums recorded in the 1970s and 1980s, including *Young Americans*, *Ziggy Stardust*, *Aladdin Sane* and *Diamond Dogs*.

EMI will hold the rights to material for 15 years from June 30, when ownership of the master tapes, or original recordings, reverts to the artist who has already sold 72m albums in his 30-year career.

Also included in the deal are thousands of hours of unreleased studio recordings and live performances. David Bowie is now sifting through that material to decide whether it is suitable for release, according to Mr Bill Zylstra, his business manager.

The agreement follows the issue earlier this year of a \$550 10-year bond, dubbed the "Bowie bond", against the singer's future royalties. The bond, the first of its kind, will pay an annual coupon, or interest, of 7.9 per cent.

Neither EMI nor Mr Zylstra would comment on the details of the deal. However, it is believed to be composed of an advance payment of \$30m plus a \$2m bonus to the singer against 27.5 per cent royalties on wholesale sales of his albums in North America, and an equivalent percentage of retail sales elsewhere.

These terms are exceptionally high. Madonna and George Michael receive 20 per cent royalties, and Michael Jackson 22 per cent. It is also unusual for artists to own their master tapes. A clause in

David Bowie as the self-destructive Ziggy Stardust: Rights to his back catalogue have been bought by EMI for \$30m. Picture: PA

David Bowie's 1968 recording contract with RCA - now part of Germany's Bertelsmann - stipulated that ownership should revert to him 10 years after delivery of his final RCA album. Similar clauses were inserted in subsequent contracts. EMI has recently clinched deals with several stars, at a time of speculation about its future ownership.

True, EMI will not enter the relevant indices for another three weeks after listing. But in fact other already listed stocks have been widely bought as substitutes

COMPANIES AND FINANCE: EUROPE

Investors set to challenge BNP board

By Andrew Jack in Paris

Banque Nationale de Paris, the French banking group, is poised to face a challenge from minority shareholders today over its handling of the acquisition of its partly-owned subsidiary BNP-Intercontinentale.

A group of investors representing more than 10 per cent of the shares in the subsidiary plan to raise a series of questions critical of management at BNP's annual general meeting scheduled for this morning.

Their action is the latest in a growing series of challenges over corporate governance launched by financial institutions and individual investors in France, including a two-year battle over the poor performance of CIP, another BNP subsidiary.

The investors, with assistance from Ms Sophie L'Hélias, a French corporate governance consultant who helped co-ordinate a big proxy campaign of individual shareholders in Eurotunnel last year, plan to pose more than 20 questions on BNP's strategy and the way BNP

has handled its offer of a takeover. BNP-I holds controlling and minority stakes in a series of financial institutions in financial centres and emerging markets, notably in the Middle East. It took heavy provisions to cover exposure to property development activities.

The minority investors in BNP-I are critical of BNP's recent decision to unveil the details of a buy-out - which offers three BNP shares for each BNP-I share - after the deadline for resolutions for BNP-I's AGM. They are concerned about lack of financial information

available on the subsidiary and its strategy.

They are also upset by the lack of independent directors on the board of BNP-I and will ask how many BNP shares are held by each director, and what efforts will be made to prevent conflicts of interest in any decisions they take.

One institutional investor estimated yesterday that the net asset value of BNP-I was FF11,200 a share, compared with the offer from BNP at yesterday's closing price of about FF7,500.

"To accept BNP's offer would be

like jumping out of a Ferrari to get into an old Citroën," he said. "This is the jewel in the BNP crown and they are trying to buy us out as cheaply as possible. The way minority shareholders in France are protected is a real joke."

BNP said last night that the price of its offer had been carefully examined to ensure that it was fair, and argued that it was reasonable that the BNP-I board was controlled by the bank given that it held 70 per cent control. It said the AGM would be open only to shareholders and not to journalists.

Black gold diggers to change SA map

A Gold Fields deal would give Cyril Ramaphosa the seat at helm of industry he has coveted

Mr Cyril Ramaphosa, the former secretary-general of the ruling African National Congress and a past president of the National Union of Mineworkers, has long coveted a seat at the helm of the South African mining industry. That ambition was dashed last year when he lost the bid for Anglo American's stake in JCI, the South African gold producer currently in merger talks with Lonrho. But Mr Ramaphosa may yet be grateful for the defeat.

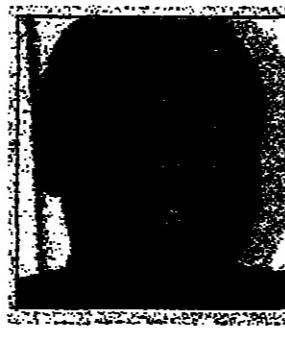
Last week's announcement that his company, New Africa Investments, is in talks to acquire joint control of Gold Fields of South Africa, the world's third largest gold producer, proves he has not been left out in the cold. If successful, the scope and structure of the Gold Fields deal will make it the most spectacular development yet in the country's short history of black empowerment. "You can't even compare this with the other asset transfers," says Mr Barry Seagren, analyst at BoE Natwest in Johannesburg.

The plan now under discussion would give New Africa a 40 per cent stake in Gold Fields' parent company, GFSA Holdings, and herald the dismantling of the

group's labyrinthine capital structure. Gold Fields' current market capitalisation is more than 20 per cent below most estimates of its net asset value, a discount which some analysts say reflects disapproval of its current shape.

To date, Gold Fields has resisted pressure to restructure, while its competitors have acted to increase trade in their shares, separate their activities along commodity lines, and offer investors a choice of investment vehicles. As mining houses compete for new capital to extend the life of ailing, deep-level mines and develop the new prospects to replace them, these measures are designed to reduce the discounts to net asset value that have traditionally dogged South African mining stocks. This week's merger talks between JCI and Lonrho is just the latest example of such an initiative.

None of these reforms, however, promise such a profound impact as those now being mooted at Gold Fields. While black ownership may bring political benefits, improved labour relations and productivity gains, the deal is quite distinct from previous asset transfers to promote black economic empowerment.



Mr Ramaphosa, who sits on the Anglo board and is chairman of Johnnic, the industrial group sold by Anglo to black investors in August, is known to favour closer ties between Gold Fields and Anglo

In lieu of a straight disposal, New Africa, and Rembrandt, an industrial group which holds a further 40 per cent of GFSA Holdings, would become joint controlling shareholders in Gold Fields. The proceeds from the sale will go back into the operating companies, and Gold Fields would unwind its current structure which vests 40 per cent of GFSA Holdings in Asteroid, an unlisted company which is believed to be controlled by management.

Asteroid is currently owned jointly by Gold Fields and Driefontein, an operating mine in which Gold Fields has a 34 per cent stake and a management contract which grants it control of Driefontein's balance sheet. Each company is likely to receive about R1bn (\$224m) from the sale, although analysts are still guessing at a value for Asteroid, which was created in 1988 to protect Gold Fields from the predatory interest of the Anglo group. Insiders

say agreement on a fair value for the group - whose current market capitalisation is R11.7bn - could take up to a year. "The exciting part is that Gold Fields will no longer own itself," says Mr Tony Sander, New Africa chief executive, who estimates the cost of buying Asteroid at "about R2bn". New Africa, South Africa's largest black company where Mr Ramaphosa is deputy chairman, would subsequently form a voting pool with Rembrandt.

The plan is likely to win favour from both Liberty Life, the minority which holds the balance of 20 per cent in GFSA Holdings, and Anglo American, which owns 27 per cent of Gold Fields at an operating level. Mr Ramaphosa, who sits on the Anglo board and is chairman of Johnnic, the industrial group sold by Anglo to black investors in August, is known to favour closer ties between Gold Fields and Anglo.

The benefits of such co-operation are already apparent at Deelkraal mine, where the groups have extended the life of veteran mines by swapping mineral rights to contiguous ore bodies. Closer links could also enhance Gold Fields' other interests - which span zinc, coal, platinum and zinc - and possibly help in the development of Gold Fields' Tarkwa gold deposit in Ghana, which is set to become the continent's second biggest gold producer outside South Africa by 2002.

Few Gold Fields shareholders could have anticipated the deal would bring in R2bn of new capital at no cost to the current owners. "It changes the entire mining scene in Africa," says Mr Seagren.

Mark Ashurst

Vattenfall reaffirms Nordic expansion strategy

By Greg Molvor
in Stockholm

Vattenfall, the state-owned Swedish power utility, yesterday signalled its determination to continue an aggressive regional expansion strategy, in spite of likely financial curbs on its international activities.

Announcing a FM\$800m (\$155m) bid for Savon Voina, a mid-sized municipal Finnish electricity distributor, Vattenfall said it remained

committed to augmenting its presence in Scandinavia and the Baltic republics, which it regarded as its home market. Vattenfall's capacity to act outside Sweden had been questioned following a government decision in February to harness its profits and electricity generating capacity to the abolition of nuclear power in Sweden.

The company has admitted the burden will constrain its international ambitions. But Mr Anders Hedenstedt, dep-

uty managing director, said yesterday it remained committed to strengthening its position in the liberalised Nordic market.

He saw no inconsistency with its changed role and expanding in Finland: "There is no indication [from the government] that we should not be working on the whole Nordic, and indeed Baltic, market."

A series of deals has enabled Vattenfall rapidly to build up a 7 per cent share

gest" in Finland, where the market leader is Imatran Voima (IVO), the Finnish state power utility, with about a 40 per cent share.

Vattenfall controls 50 per cent of the Swedish market and has participated in a wave of restructuring in Scandinavia triggered by deregulation of trade in electricity in Sweden, Norway and Finland last year.

A series of deals has enabled Vattenfall rapidly to build up a 7 per cent share

supplies to Finnish retail customers and around 10 per cent to industrial users.

Vattenfall, which also exports Swedish-generated power to Finland, said that taking over Savon Voina would increase its share of industrial supplies to 13 per cent. The offer depends on a minimum 50 per cent acceptance from the 30 municipalities that own Savon Voina.

Vattenfall said it was exploring opportunities to develop generating capacity

in Finland. At the same time, the company is being challenged at home by Nordic rivals such as IVO.

For example, IVO last year built up a 52 per cent voting stake in Gullspanga Kraft, a regional Swedish electricity supplier.

That provoked a tussle with Vattenfall, which only ended yesterday when Vattenfall agreed to sell its stake in Gullspanga to IVO in return for generating capacity in Finland.

EUROPEAN NEWS DIGEST

Finance director for Euro Disney

Euro Disney, operator of the theme park in Paris, yesterday announced a new finance director, more than three months after the abrupt departure of his predecessor. Mr Philippe Mistral is to become finance director and senior vice-president, in a redefined job with greater responsibility than that held by Mr Xavier de Mèzerauc, who resigned in early February to join Alcatel Alsthom, the French electronics and telecoms group.

The nomination of a replacement for Mr de Mèzerauc became imperative after the gap in top management created by the resignation of Mr Philippe Bourguignon, the company's chairman, who later the same month took

over as head of Club Méditerranée, the leisure group. The departures stretched existing top executives, including Mr Gilles Pélisson, who subsequently took over as chairman from Mr Bourguignon, and who pledged at Euro Disney's annual general meeting in April the rapid appointment of new staff.

The role of finance director will be especially important this year, with the company bracing itself for the maximum additional increase in lease and interest charges agreed under the terms of its financial restructuring in 1996. The extra costs are estimated at FF200m (\$24.75m), which Euro Disney hopes to be able to recover by increasing further visitor attendance and raising spending levels.

Mr Mistral was previously vice-president of strategy at Unilever, the Anglo-Dutch conglomerate.

Andrew Jack, Paris

Redoute buys control of Ellos

Redoute, the mail order arm of Pinault Printemps Redoute, the French retail group, yesterday said it had acquired control of Ellos, the leading mail order company in Sweden, Norway, Finland and Denmark. The company said it had bought 75 per cent of Ellos from Industri Kapital, an investment fund, and had an option to acquire the remaining 25 per cent. Ellos, which employs 1,400 staff and has estimated sales of FF2.1bn (\$365m) for 1997, has a 16 per cent market share in the Scandinavian countries.

The deal represented part of Pinault's strategy to raise the proportion of sales generated outside France to 40 per cent by the end of the century, particularly in its FNAC, Redoute and Rexel subsidiaries. Mr Joel Savense, chairman of Redoute, said yesterday mail order sales were far more developed in Northern Europe than in the southern countries, and that other transactions were under consideration.

Andrew Jack

Bank Leumi draws Europeans

European investors have subscribed to buy 80 per cent of a forthcoming offering of Bank Leumi, Israel's second-largest bank, for about \$120m. "We received a pre-commitment from foreign institutional investors, mostly Europeans, to purchase 80 per cent, after the recent roadshow in Europe," said Mr Meir Jacobson, general manager of MI Holdings, the government company charged with selling off state-owned banks.

A prospectus will be published today, ahead of the offering at the end of this month. The government hopes to raise \$150m in immediate proceeds. An additional \$75m will be raised at the end of this year and \$75m in August next year, if all warrants are exercised. The shares and warrants together represent 14 per cent of the bank. If all warrants are exercised, the government will reduce its stake in the bank to 68 per cent.

Art Machlis, Jerusalem

Mol up 50% for quarter

Hungarian oil and gas company Mol yesterday announced record first-quarter net income of Ft12.7m (\$70m), a 50 per cent improvement on the Ft8.4bn reported in the corresponding period last year. Operating profit was Ft20.7m, compared with Ft14.3m in 1996. Consolidated sales were up 39 per cent from Ft12.5bn in 1996 to Ft17.0bn this time. Mr Mandoki Zoltan, chief executive, attributed the advance to "particularly robust" profits from exploration and production operations and mild January and February weather, which eased demand for imported gas. Mol continues to incur a loss on gas imports because of controlled sales prices.

Kester Eddy, Budapest



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Entered under No. 26933 in the Ordinary Section of the Company Register of Turin
Tax ID. No. 00471850016

NOTICE OF ORDINARY STOCKHOLDERS' MEETING

The stockholders are invited to an Ordinary Meeting at the Convention Hall located in the Registered Office at 34 Via A. Bartola, Turin, at 10:00 AM on June 6, 1997 on the first call, or at the same time and place on June 7, 1997 on the second call, if required, to deliberate and vote on the following:

AGENDA

- Reports from the Board of Directors and Statutory Auditors and the financial statements of STET for the fiscal year ended December 31, 1996; respective resolutions.
- Determination of the number of Statutory Auditors and their fee and election of the Board of Statutory Auditors and its Chairman.
- Selection of the Independent Auditors who will be assigned the task of auditing and certifying the financial statements of STET and the Group consolidated financial statements for the three years from 1997 to 1999.

Only stockholders who have deposited their ordinary shares at least five days prior to the date of the Meeting at the corporate offices at 34 Via A. Bartola, Turin or 41 Corso d'Italia, Rome, or at Monte Titoli S.p.A. for the securities which it manages, or at any of the usual authorized banks may attend the Meeting.

Outside Italy, shares may be deposited at the following branches of authorized banks:

London: Banca Commerciale Italiana S.p.A. - 4248, Gresham Street - EC2V 7LA
Credito Italiano S.p.A. - 17, Moorgate - EC2R 8AF

New York: Banca di Roma S.p.A. - 87, Gresham Street - EC2V 7HQ
Banca Commerciale Italiana S.p.A. - One William Street - N.Y. 10004
Credito Italiano S.p.A. - 375, Park Avenue - N.Y. 10162

Paris: Morgan Guaranty Trust Company of New York - 60, Wall Street - N.Y. 10260

Frankfurt am Main: Banca Nazionale del Lavoro S.p.A. - 26, Avenue des Champs Elysées - 75009
Istituto Bancario San Paolo di Torino S.p.A. - Eschersheimer Landstrasse, 65 - D 60322

Zurigo: Lavoro Bank A.G. - Talacker, 21 - 8001

Guido Rossi
Chairman of the
Board of Directors

The Notice of the Ordinary Stockholders' Meeting has been published in the Official Gazette of the Italian Republic, issue No. 113, Part II of May 17, 1997.

* * *

Holders of ADRs representing STET ordinary shares, which are listed on the New York Stock Exchange, should contact Morgan Guaranty Trust Company of New York, Depository of the aforementioned ADRs, at 60 Wall Street, New York, N.Y. 10280.

As required by law, the financial statements of STET, the consolidated financial statements and the reports of the Board of Directors, Board of Statutory Auditors and Independent Auditors will be available as of May 22, 1997, at the Company's Registered Office at 34 Via A. Bartola, Turin, or at its Corporate Headquarters at 41 Corso d'Italia, Rome.

As usual, these documents will be mailed directly to those stockholders who generally attend Stockholders' Meetings and to those who request them sufficiently in advance by calling +39-11-55881 in Turin and +39-6-85881 in Rome.

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COMPANIES AND FINANCE: EUROPE

Enso optimistic despite 28% fall in first quarter

By Greg McIvor in Stockholm

Enso, the Finnish forestry group, yesterday shrugged off a 28 per cent drop in first-quarter profits, saying paper prices would rise in the second half and full-year profits would be in line with 1996.

Pre-tax profits dipped from FM688m to FM490m (\$83.5m) and earnings per share fell from FM2.06 to FM1.36m. But the result

was FM130m ahead of expectations and FM119m higher than in the fourth quarter last year.

The first-quarter operating margin of 10.5 per cent was the highest among the big Nordic pulp and paper producers, confirming Enso's relatively strong emergence from a downturn which has savaged the profits of leading European producers in the past 18 months.

The news lifted Enso's most-traded R shares FM0.80 to FM46.30.

Analysts said gains from Enso's merger last year with Veitsiluoto, another Finnish group, had materialised faster than expected. Enso has estimated about FM400m in annual benefits from the tie-up.

Signalling a brighter outlook for the industry, Enso said the strengthening of short-fibre mar-

kets pulp prices in recent weeks would facilitate paper price increases.

It said the market for publication papers improved in the first quarter following a sharp dip last autumn. A decline in the market for newsprint noted in the latter part of 1996 had bottomed out, and demand in the first three months was good.

The acquisition in April of a

50.4 per cent stake in E. Holtzmann & Cie, a German paper producer, would immediately improve cash flow and lift earnings per share. Profits in 1997 would be "similar" to last year's FM1.7bn, Enso said.

Nevertheless, recovery remains patchy. Demand for packaging board was steady, but prices were lower than last year. Fine paper prices, although up on the end of

last year, were still well below last year's average.

Meanwhile, Enso's new fine paper machine in Oulu, which came on stream at the end of April, is likely to burden a market already prone to overcapacity.

Group turnover slipped from FM6.68bn to FM6.49bn in spite of higher volumes and demand. The drop was attributed to lower prices.

Goodyear to take majority share in Sava

By Kevin Done,
East Europe Correspondent

Goodyear of the US, the world's third-largest tyre producer, is expanding its operations in central Europe with the acquisition of a majority stake in Sava, the Slovenian tyre maker.

The deal, which is understood to be worth in excess of \$100m, brings Goodyear into direct conflict with Continental of Germany, a leading European tyre producer, which has held a 27.8 per cent stake in the Sava tyre operations since it acquired Semperit of Austria in the mid-1980s.

The German group refused to comment on the deal yesterday, but said that Sava was currently one of its group brand names.

Goodyear said that it had signed a letter of intent to acquire a 60 per cent stake in the Sava group's tyre operations and a 75 per cent holding in part of its engineered rubber products business.

Mr Janez Bohoric, Sava group chief executive, said yesterday that Continental had been informed last week of the intended deal with Goodyear.

Sava's 25-year co-operation agreement, originally with Semperit and latterly with Continental, expired last year, said Mr Bohoric. The two groups had failed to agree on a further arrangement and under the terms of the original contract Sava

would now buy out the Continental stake before selling the majority holdings in the two businesses to Goodyear.

The deal is Goodyear's second significant move in central Europe in the past 18 months and follows its acquisition of a majority stake in TC Debica, the Polish tyre maker, where it invested \$115m early last year.

The joint venture agreements are due to be signed during the summer and are still subject to final approval by the Goodyear board and by Sava shareholders.

The world's leading tyre-makers are seeking to expand their operations in eastern Europe, which is regarded as one of the high growth regions for the world vehicle industry.

The Sava group, located in Kranj 20 miles north of Ljubljana, the Slovenian capital, is one of the country's 10 largest companies with a workforce of 3,600 and sales of \$245m last year, of which \$177m was derived from tyres for the car and commercial vehicle sectors.

Goodyear said that the engineered products joint venture would include transmission belts, air springs and hoses.

The two ventures will have a workforce of 2,000.

Mr Bohoric said the deal had been made with Goodyear because Sava needed "technological and market support from one of the big players" in the industry.

Banks try out New Amsterdam

ABN Amro and ING hope to draw more US investors by listing on Wall Street

After a long-delayed and at times difficult Atlantic crossing, Dutch banks are about to unload their first cargoes of shares on Wall Street. ABN Amro, the largest, gains a Big Board quotation today. In its wake follows ING, the insurance and banking combine which yesterday issued the prospectus for its listing on June 13.

The banks will gain admission to the portfolios of many large pension funds whose rules limit them to holdings in US-listed stocks.

Moreover, the two groups will be able to issue scrip in paying for future acquisitions in a market where each is keen to continue building its presence.

ING has made no secret of its ambition to take over a US life insurer, while ABN Amro this month completed the acquisition of Standard Federal, the largest Midwest savings and loan institution with assets of some \$15.5bn.

ABN Amro, which regards the Midwest as a second home market, is already the largest foreign bank in the US measured by local assets, which account for FI 150bn (\$78.19bn) of its FI 595.3bn balance sheet total.

US investors "get the impression of a very international bank, strongly active in the US, and that is an element they like, because at least they understand about a quarter of the bank," Mr Jan Kalf, ABN Amro chairman, said in an interview yesterday before leaving for New York.

Only a handful of European banks have a Wall Street listing. From the UK, only Barclays is present, and



Jan Kalf: US investors see ABN Amro as a very international bank, strongly active in the US, and they like that. Tony Andrews

no German group has a quote. ABN Amro's arrival thus offers the first chance in a while for some US institutions to gain a more widespread exposure to the international financial sector, especially to the euro.

With monetary union scheduled to start in a little more than a year and a half, ABN Amro has a corporate banking operation in each candidate country and expects to win business away from more nationally focused banks.

However, at the retail level, "there is no European bank," Mr Kalf says, dis-

vowing any idea of creating a pan-Euro presence for individual customers.

Both ABN Amro and ING plan, however, to offer comprehensive trading of the euro.

The journey to official Wall Street status required them to expose some aspects of their accounts to scrutiny for the first time.

Not that these were all bad: through its prospectus ING yesterday made known, for example, that its loan losses grew by less than 6 per cent last year to FI 3.88bn as the loan book expanded 22 per cent to FI 216.5bn.

Under US accounting practices, 1996 net profits meanwhile were FI 4.67bn compared with the FI 3.32bn it accorded itself last month under the Dutch system.

Still, it was far from plain

sailing. Just as ABN Amro was announcing its intention to list, Mr Louis de Bievre quit as head of investment banking and global clients, after concealing an insider dealing case facing his wife.

ING, owner of Barings,

had aspired to boost its Wall Street clout by taking full control of its associate, Dillon Read, the US investment bank. Dillon Read, which

remains a member of the

syndicate offering the ING

shares, last week instead

walked into the arms of SBC Warburg.

Gordon Cramb

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FFr 4,400,000,000



3.5% Convertible Capital Notes due 2010

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May 1997

U.S. \$ 500,000,000

6.75% Notes of 1997/2002



Landesgirokasse

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Co-Lead Managers

ABN AMRO Beauf Géant

BNP Paribas

Deutsche Morgan Grenfell

BSJ International plc

J.P. Morgan Securities Ltd.

Morgan Stanley & Co.

Lehman Brothers Europe Plc

Paribas Capital Markets

MCB Warburg

UBS Limited

Other Participants

Other Participants

COMPANIES AND FINANCE: THE AMERICAS

Amexco to focus on key markets

By John Authers
in New York

American Express, the US financial services group, is to focus its aggressive international expansion on a group of between 20 and 25 countries, withdrawing from issuing cards directly to clients in the remainder of the 52 countries where it operates.

The plan, part of the group's well-publicised attempt to boost its revenues from outside its US base by between 25 and 30 per cent a year, is to increase the emphasis on franchising and

joint ventures outside its core markets.

Mr Tom Ryder, president of the international division, said the group was moving away from its old "lone ranger" policy - of offering all services directly without using any intermediaries - which had left it too thinly scattered.

"Our breadth is too wide. It's a strategic mistake which we are convinced of so we are going to narrow our scope. As a company we will now concentrate our proprietary businesses in 20 to 25 key markets," he said. The strategy is important

for the group. It is under pressure from Wall Street to raise its revenues, which have failed to rise in line with the economy while American Express underwent a series of cost saving exercises. The group has only recently stopped the decline of its US market share.

Outside the US it will attempt to expand by launching new products, including credit cards - rather than its traditional debit card - and cards aimed directly at corporate customers.

Asia will receive the greatest attention, and the group is launching a "blue card" aimed at young women, a segment of the market which it believes has been neglected by financial services institutions. The card is a credit card and includes rewards programmes aimed specifically at women.

American Express has also made a heavy technology investment in its European corporate card business to allow it to offer expense management systems and record-keeping for travel and entertainment budgets. Mr Ryder added that the group was concentrating on building partnerships.

Outside the core markets, American Express is relying on joint ventures, such as its deal with Bank Hapoalim in Israel, and Mr Ryder predicted that a further 40 agreements would be announced with banks in the next few months.

GTE presses home its advantages

Many of its telecom rivals are bogged down by regulation, says Richard Waters

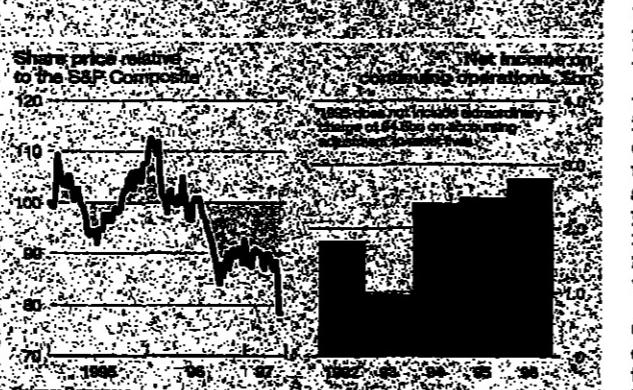
At the heart of the executive suite in GTE's inverted glass pyramid of headquarters is a large and tranquil water garden. The calm conjures up the image of a compliant company: big, prosperous and not in a particular hurry to get anywhere.

This is an image Mr Charles Lee, chairman, is trying to change. "There's a clock ticking, and we've got to run fast," he says. "We've got to be faster and faster and faster."

But it is likely to be at least two years before his efforts to galvanise the telecommunications colossus can be judged - and it is still far from clear that they will be enough to secure GTE's place in the reshaped telecoms industry.

For the past 15 months, since Congress set the stage for the deregulation of the US telecoms markets, GTE has had a headstart. Though it is the country's second largest local telephone company, behind the recently-merged SBC Communications and PacTel, it was never a part of the national Bell system, leaving it free of the constraints put on the Baby Bells it most closely resembles.

The advantages are readily apparent. The Justice Department moved last week to block SBC from offering long-distance calls on the grounds that it has not opened its local markets to competition. GTE, not facing that requirement, has signed up 1.2m long-distance customers and expects to break even in this sector by the end of next year.



match approach, but is none the worse for it. It combines acquisition (\$650m for BBN, an internet service company), partnership (with Cisco Systems, to upgrade its data network), joint venture (a \$450m agreement to rent capacity on a national network being built by Qwest) and greenfield development (a unit to offer local calling in new markets).

To do that, GTE announced plans for a nationwide voice and data network and to enter new local markets (about 30 per cent of the US population lives within its wireless or wireline calling areas). If it works, the push into the faster-growing data business and geographic areas will lift annual revenue growth from 6.8 per cent to 10.12 per cent, the company says. But the cost will be steep: an additional \$600m a year in capital spending, and earnings that will stall this year and grow slightly next.

"That cost," says Mr Michael Kelly, chief financial officer, "is the price tag of the game." He believes that as the US markets open, all the Baby Bells will be forced to make similar investments to compete.

GTE's method of assembling its national network is something of a mix-and-

match approach, but is none the worse for it. It combines acquisition (\$650m for BBN, an internet service company), partnership (with Cisco Systems, to upgrade its data network), joint venture (a \$450m agreement to rent capacity on a national network being built by Qwest) and greenfield development (a unit to offer local calling in new markets).

The impact of this on the profit margins of GTE remains difficult to predict. Certainly there will be short-term costs. GTE argues, however, that overall margins will remain more or less stable for the next five years or so: higher volumes and the growth of more profitable services, such as Caller ID, will make up for the increasing competition in local calling.

GTE may prove more resilient to the first waves of competition than some of its rivals. With disparate local networks in often thinly-populated areas of the country, it has few choice markets for rivals to target.

One side effect of that has been a higher expense base: costs amount to \$1150 per access line, at the top end of the \$9.50-\$12.50 range of the Baby Bells, says Ms Anna-Maria Kovacs, a telecoms analyst at Janney Montgomery Scott. She adds, though,

that this is a fair performance given the type of markets GTE serves.

If the company can pull off the trick of repositioning itself in new markets without any further costs than those it already incurs, it should also serve another purpose - to make itself a more attractive partner for foreign telecoms companies wanting to expand in the US. It is here, though, that GTE's position in a fast-changing world is most open to question. In spite of trawling for partners in western Europe, it has so far failed to pull off any links of note. And, with other international telephone groupings emerging, the lack of such ties begins to look a weakness.

In defence of its international stance, Mr Michael Masin, vice-chairman, says GTE has been pushing to develop regional presences in Asia and Latin America - it has submitted a bid to run Panama's telephone network, for instance, and is watching Brazil's privatisation programme. Among its most significant interests is a 26 per cent stake in CANTV, the Venezuelan carrier it manages.

GTE believes it does not need an intercontinental link like that between British Telecommunications and MCI. "Telecoms is going to become regional - it always follows culture," says Mr Masin. But if other international telephone giants emerge, GTE's attempts to piece together its national and international networks could come to seem very modest by comparison.

HSN to control ticket service

By Richard Tomkins
in New York

HSN, the US home shopping company, yesterday announced plans to take control of Ticketmaster, the biggest US ticketing service, in an all-share transaction worth about \$210m.

It said the deal would bring together two companies heavily involved in electronic commerce, producing opportunities for cost savings and expansion - although they would continue to operate independently for now.

HSN will issue 7.2m shares to buy a 47.5 per cent equity stake in Ticketmaster from Mr Paul Allen, the high technology entrepreneur who co-founded Microsoft, the software company, with Bill Gates in 1975.

If necessary, more HSN shares will be issued to ensure that Mr Allen receives stock worth \$208m. HSN will also buy Ticketmaster shares on the open market to lift its stake above 50 per cent.

Mr Allen will end up with about 11 per cent of HSN's stock and a seat on its board, effectively swopping his investment in Ticketmaster for a stake in an enlarged HSN headed by Mr Barry Diller, HSN chairman and chief executive and who controls the network.

HSN's Home Shopping Network pioneered the television shopping industry in 1982, displaying products to viewers and inviting them to place telephone orders. It received 60m calls last year and mailed more than 24m packages.

Ticketmaster, which sells tickets for sports, entertainment and cultural events, sells about 60m tickets a year, worth \$1.8bn, through a network of 2,500 retail outlets and 16 nationwide telephone call centres.

GTE believes it does not need an intercontinental link like that between British Telecommunications and MCI. "Telecoms is going to become regional - it always follows culture," says Mr Masin. But if other international telephone giants emerge, GTE's attempts to piece together its national and international networks could come to seem very modest by comparison.

AMERICAS NEWS DIGEST

Year begins well for US retailers

Strong performance at its Target discount store chain helped push first-quarter results at Dayton Hudson, the US retailer, well above Wall Street expectations. Earnings of \$126m, or 63 cents a diluted share - before a charge of nine cents for the redemption of debt - compared with last year's \$42m, or 16 cents. Analysts had forecast earnings of 40 cents a share.

Revenues for the quarter rose 9 per cent to \$5.85bn. Operating profit at Target surged 88 per cent, to \$251m, buoyed by improved margins and a continued reduction in expenses. While group same-store sales rose 4 per cent in the quarter, same-store comparisons at Target increased 6 per cent.

Home Depot, the DIY and home improvement retailer, saw first-quarter net income rise from \$185m, or 41 cents a share, to \$23m, or 58 cents, on revenues up 80 per cent to \$5.65bn. Comparable store sales for the quarter rose 11 per cent from a year earlier. Mr Bernard Marcus, chairman and chief executive, said the strong sales trend reflected an earlier start to the spring season compared with last year. During the first quarter, Home Depot opened 24 new stores and relocated one. At the end of the quarter, the company operated 538 stores.

AP-DJ, New York

Go-ahead for La Granja mine

Cambior of Canada is to go ahead with the \$1.1bn development of the Peruvian La Granja copper deposit it acquired at auction in May 1994. Projected output of 300,000 tonnes of copper a year will make La Granja Peru's second-largest producer after Asarcos-owned Southern Peru Copper Corporation.

Since winning the option, Cambior has spent some \$25m exploring the deposits in the northern department of Cajamarca. The feasibility study shows reserves of 2.5m tonnes averaging 0.59 per cent copper. Plans envisage a concentrator plant for 100,000 tonnes of ore a day with another 40,000 tonnes per through a solvent-extraction/electro-winning plant.

La Granja should be on stream by 2002 with cathode production starting in 2004. Sales are projected at \$500m a year, rising to \$640m in the third year. Cambior, which will be looking for a development partner, plans to build a smelter in the underdeveloped northern port of Bayovar and export copper from there. It will pay Peruvian royalties equivalent to 5 per cent of net sales.

Sally Bowen, Lima

CESSA wins \$44m loan

The International Finance Corporation (IFC), the private sector affiliate of the World Bank, is to lend \$44m to Cemex de El Salvador (CESSA). Mr Helmut Paul, director Latin America and the Caribbean at the IFC, said a substantial proportion of the loan will be syndicated among the international banking community, marking "the first time that a loan to a wholly-owned Salvadorian company is syndicated in this way". The IFC is also making a \$2m equity investment in the company. The money will help it build a new cement line at its plant in the Metapan department and upgrade other facilities. The investments will also enable CESSA to increase its capacity by 55 per cent.

Richard Lapper, Capital Markets Editor

Evergreen sells more stations

Evergreen Media has agreed to sell three of its radio stations to Douglas Broadcasting/Personal Achievement Radio for \$1.8m. Evergreen, which will soon become Chancellor Media, will sell WZDF-AM and WBGS-AM in Washington, DC, and KDCE-AM in San Francisco. The sale of the three stations brings the new Chancellor Media into compliance with FCC ownership limits. Since April 8, the company has announced station sales totalling about \$436m.

Reuter, Texas

PIRAEUS Finance

Invitation for Expressing Interest

In the purchase of the assets of the company "NIGRITA COTTON GINNING VISALIS SA".

"PIRAEUS Finance, Financial and Consultancy Services P.L.C." with registered offices in Athens (Amalias and 5 Souris str.), Greece, acting as special Liquidator of the a/sr company, in compliance with judgement no.3591/97 of the Court of Appeal of Athens, Greece, which placed the company "NIGRITA COTTON GINNING VISALIS SA" under special liquidation pursuant to provisions and procedure of article 46a of L.1822/90.

INVITES

Interested parties to submit, in writing, non binding expressions of interest for the purchase of the assets of the company "NIGRITA COTTON GINNING VISALIS SA", within 20 days from the date hereunder.

SUMMARY INFORMATION FOR THE PURCHASE

The company owns a cotton ginning plant located at village Hoximiko, district of Serres, Greece.

Assets consist of land of 25,003 m², buildings of total gross area of 6000 m² including offices of 322 m², warehouse sheds of 2500 m², ginning factory of 3000 m². The main frame of buildings is made of armed concrete, the walls and roofs of concrete and panels. The land is fenced, there are asphalt roads, fire protection system, weight bridge in the surroundings. Machinery and other equipment, trade name are included. Detailed description of the company's assets is included in the Information Memorandum which will be available to interested parties in due course.

Other Information on the Sale:

1. Interested parties will receive information Memoranda from the offices of the liquidator within the terms provided by the law.

2. For any further information, please contact:

PIRAEUS Finance, Amalias and 5 Souris str., Greece, telephone no: 01-3355672.

BOMBRIL S.A.

(a company incorporated with limited liability under the laws of the Federative Republic of Brazil)

(the "Issuer")

Notice of the results of voting on the resolution considered at a meeting of the holders of the U.S.\$975,000,000 8 per cent Series A Notes due 1998 and U.S.\$57,000,000 8 per cent Series B Notes due 1998.

Notice is hereby given that for the Interim Period 19th May, 1997 to 19th August, 1997, the Notes will carry a Rate of Interest of 6.3125 per cent per annum. The principal amount of U.S.\$1,500,000 Notes will be U.S.\$1,012.99 payable on 19th August, 1997.

Land on the Luxembourg Stock Exchange
Bankers Trust Company, London Agent Bank

Notice is given that the Extraordinary Resolution was passed.

Principal Paying Agent
Banque Indosuez Luxembourg, 39 Allée Schaeffer L-2520, Luxembourg

The Notice is given by:
Bombril S.A.
Av.Brigida Lima, 2601-127
CIP 0473-900
São Paulo
Brazil

Dated 20 May 1997

BETA FINANCE CORPORATION (the "Issuer")

Notice of Redemption

USS\$10,000,000
Euro Medium Term Notes Due 10th June 2002 (the "Notes").

Notice is hereby given, in accordance with conditions 7(c) and 14 of the Terms and Conditions of the Notes as set out in the Information Memorandum of the Euro Medium Term Note Programme dated 18th December 1994 (updated 19th December 1995, 18th December 1996 and 20th March 1997), and the relevant Pricing Supplement, that the Issuer intends to redeem all of the above Notes at a price of 100% on the Call Option Date, 8th June 1997.

May 21, 1997
By Citibank, N.A. (Corporate Agency & Trust), Agent Bank

CITIBANK

Deutsche Bank
Aktiengesellschaft
(Incorporated with limited liability
in the Federal Republic of Germany)

Notification of Dividend

The Ordinary General Meeting on May 20, 1997 has resolved to use the distributable profit for the 1996 financial year being DM 900,319,116.60 for the distribution of a dividend of DM 1.80 per share of DM 5 par value on the share capital of DM 2,500,886,435.00.

The dividend will be paid less 25% withholding tax and a solidarity surcharge of 7.5% on the withholding tax (total deduction = 26.875%) against presentation of Dividend Coupon No. 62 at one of the paying agents listed in the Federal Gazette (Bundesanzeiger) of the Federal Republic of Germany No. 91 dated May 21, 1997.

In accordance with the British-German Double Taxation Convention, the German withholding tax is reduced from 26.875% to 15% for shareholders resident in the United Kingdom. To claim this, shareholders must submit an application for refund by December 31, 2001 at the latest using an official form. The application should be addressed to the Bundesamt für Finanzen, Friedhofstrasse 1, D-53225 Bonn.

In the United Kingdom, payment will be effected through the following banks:

Deutsche Bank AG London, 6, Bishopsgate, London EC2P 2AT,
Midland Bank plc, Securities Services UK Department, Ground Floor,
Suffolk House, 5 Laurence Pountney Hill, London EC4R 0EU.

The dividend payment in the United Kingdom is made in Pound Sterling converted from Deutsche Mark at the rate prevailing on the day the dividend coupon is presented.

Frankfurt am Main, May 1997

The Board of Managing Directors

Raiffeisen Zentralbank Österreich Aktiengesellschaft
RZA - Austria
(until October 2nd, 1989: Gemeinschaftliche Zentralbank Aktiengesellschaft)

U.S. \$100,000,000
Perpetual Floating Rate Subordinated Notes

For the six months 20th May, 1997 to 20th November, 1997 the Notes will carry an interest rate of 6.25% per annum with a coupon amount of U.S. \$159.72 per U.S. \$5,000 Note, and

COMPANIES AND FINANCE: ASIA-PACIFIC

Japanese trading house reports a full-term deficit for the first time in its near 80-year history

Copper losses put Sumitomo into red

By Bethan Hutton in Tokyo

Copper trading losses have pushed Sumitomo, the trading company, into the red for the first full year in its near 80-year history.

The after-tax loss of Y148.6bn (\$1.28bn) compares with the previous year's after-tax profit of Y16.5bn, although the company reported a Y213bn loss for the half-year to September 1996.

Sumitomo had to report an extraordinary loss of Y285.2bn to cover the 92.6bn lost in unauthorised deals made by its former chief copper trader, Mr Yasuo Hamanaka, between 1985 and 1996. The unauthorised trades were not uncovered until last year. Mr Hamanaka is on bail awaiting trial for fraud and forgery in Tokyo and has pleaded guilty to both charges.

The extraordinary loss was partly offset by extraor-

dinary gains of Y46.7bn from selling property and securities.

Copper losses aside, Sumitomo's results were relatively healthy, helped by the weaker yen and low interest rates.

Recurring profits rose 14.1 per cent to Y107.7bn, although a large portion of that was due to Y90.5bn of gains from selling shareholdings. Sales dropped 11.7 per cent

to Y12,710.7bn, mainly because of changed accounting rules for precious metal trading. The final dividend will remain unchanged at Y4, making Y8 for the year, also unchanged.

On a consolidated basis, the Sumitomo group — including 436 subsidiaries and 217 affiliated companies — reported an after-tax loss of Y145.6bn, compared with a profit of Y20.3bn the previous year.

Group recurring profit rose 11.5 per cent to Y126.1bn. Sumitomo expects to return to profit this year with an unconsolidated after-tax profit of Y30bn and a recurring profit of Y40bn.

However, borrowings to cover the copper losses will worsen the company's financial position, in spite of low interest rates.

Mr Tomiochi Akiyama resigned as Sumitomo chairman in February to take responsibility for the scandal. He was followed in March by two directors. Investigations are continuing and could lead to more departures.

Mitsui Trading said recurring profits down to Y12.5bn, and after-tax profits down to Y12.5bn.

Mitsubishi Trading said recurring profits up 6 per cent to Y64.1bn, and after-tax profits up 8.5 per cent to Y26.5bn. Sales fell 12.1 per cent to Y13,239.5bn, but Mitsubishi and other trading companies said lower sales were largely because of changed accounting for precious-metal trading.

The weaker yen last year boosted profits for most large Japanese trading companies, but forecasts gave a mixed picture for the year ahead, writes Bethan Hutton.

All-time low interest rates helped improve most trading companies' financial positions last year, but some analysts said forecasts for this year may prove to be over optimistic if the yen continues to strengthen and interest rates rise as expected.

Mitsubishi reported a Y71.3bn (\$61.4m) recurring profit for the year, up 6.6 per cent, while after-tax profits dropped 8.5 per cent to Y22bn, on sales 11.8 per cent lower at Y11,899.5bn. An extraordinary loss of Y38.9bn

was partly attributed to continuing problems with forged versions of the "pachinko" cards, which are used to pay for popular "pachinko" pinball games. The company said the forgeries cost its part-owned subsidiary, Nippon Leisure Card System, Y22.4bn this year, after Y35bn of losses the previous year.

Mitsubishi suffered from the poor state of the Japanese stock market with recurring profit dropping almost 68 per cent to Y15.9bn and after-tax profit falling 49 per cent to Y6bn because of losses from stock re-appraisal of Y280m. But for this year Mitsubishi forecasts a Y60bn profit and Y18bn in after-tax profit.

Recurring profits at Itochu, also known as C. Itoh, climbed 27 per cent to Y51.7bn, and after-tax profit rose 8.4 per cent to Y11.1bn, in spite of an extraordinary charge of Y30.5bn to cover bad debts, and a Y9bn write-off to liquidate a subsidiary. Itochu is expecting lower profits this year, with recurring profits down to Y45bn, and after-tax profits down to Y12.5bn.

Mitsui Trading said recurring profits up 6 per cent to Y64.1bn, and after-tax profits up 8.5 per cent to Y26.5bn. Sales fell 12.1 per cent to Y13,239.5bn, but Mitsubishi and other trading companies said lower sales were largely because of changed accounting for precious-metal trading.

Honda sees slower growth after record

By Michiyo Nakamoto in Tokyo

Honda, the Japanese car and motorcycle maker, expects slower growth this year after record sales and profits for the year to March.

Honda's pre-tax profits more than trebled from Y11.1bn to Y39.7bn (\$3.36bn) on record sales of Y5,293.5bn, a 25 per cent increase on the year before.

Net profits also reached a record Y22.1bn, from Y7.8bn last year.

The company sold more than 2m vehicles for the first time last year, supported by buoyant demand in Japan,

for its recreational vehicles, such as the Step WGN and SM-X mini-vans and the Orthia station wagon.

The popularity of these in the domestic market, a newly remodelled Accord and strong demand for its new mini-vehicle, Life, is expected to help Honda bring forward its target of selling 800,000 vehicles in Japan by a year, to next March.

Honda saw unit sales of motorcycles fall slightly but revenues rose 18 per cent partly because of the Y125bn boost to operating profits after the 10 per cent depreciation in the yen's value

particularly for its Civic in North America, while stronger sales in Europe of vehicles and motorcycles and the weaker yen helped the company post a profit in its European operations.

The yen's weakness also contributed to a Y125bn boost to operating profits after the 10 per cent depreciation in the yen's value

against the US dollar during the year. Cost-cutting measures brought an additional Y75.5bn to operating profits. Honda expects growth to continue this year, although a greater dependence on mini-vehicles, which have lower profit margins, will reduce the rate in revenues and profits.

The company expects to raise its market share from 10.7 per cent last year to 11.3 per cent of the 7.05m units forecast for the overall Japanese market this year.

North American sales are forecast to rise 10 per cent to 1.05m units, mainly on buoyant sales of the CR-V, which was launched in the region in February.

In three months Honda

has sold 18,000 units of the CR-V compared with an annual sales target of 50,000. In Europe, the popularity of the Euro Accord, and the five-door Civic, firm sales of the Prelude coupe and the launch of the CR-V mini-van in the summer, are expected to support a 9 per cent increase in sales to 230,000 units this year.

Motorola may fund Alphatec

By Ted Bardacke in Bangkok

Alphatec, the Thai computer chip manufacturer facing a cash crunch after Texas Instruments pulled out of investment plans worth \$1.4bn earlier this month, is in talks with Motorola for an injection into the group of between \$800m and \$1.2bn, Mr Charn Uswachoke, Alphatec chief executive, said yesterday.

Mr Charn said the Motorola investments were contingent on the Thai government also pledging to take stakes in his companies worth another \$800m.

Ever since Texas Instru-

ments pulled out, citing Mr Charn's inability to raise financing because of the slump in Thailand's economy and stock market, Alphatec has warned its plans to bring Thailand to the forefront of computer chipmaking could proceed only with both government support and a foreign partner to replace Texas Instruments.

Mr Charn said he and Motorola executives met Mr Chavasit Yongchayudh, the Thai prime minister, on Monday to lobby for the government's stake. Following that meeting, Mr Korn Dabbaranar, the industry minister, said the government should make it a policy to

would not give up majority control of any of these projects.

Alphatec has three projects under construction worth \$2.3bn but is short of at least \$260m in equity and \$90m in debt financing.

Mr Charn was not specific on which projects Motorola or the government would invest in but analysts said the size of the mooted investment meant it was likely Motorola was looking at taking stakes in all three projects: the Submicron and Alpha-TI wafer fabrication plants and the Alpha Memory integrated circuit assembly and testing facility. Mr Charn has said he

tricity supplier, and the loan pushed its gearing up to an estimated 70 per cent. It reduced the level earlier this month through the sale of an 8 per cent stake in Hong Kong Telecom for HK\$11.29bn.

The latest loan is in two tranches. The biggest portion, worth HK\$3bn, is a two-year revolving credit with an interest margin of 0.45 per cent. The HK\$3bn tranche is a seven-year loan with a margin of 0.5 per cent. The mandated banks are forming a group of arrangers.

Citic in HK\$8bn syndicated loan

Citic Pacific, the Hong Kong arm of the Chinese government's flagship investment vehicle, yesterday mandated five banks to arrange a HK\$8bn (US\$1.03bn) syndicated loan.

Alpha-TI, originally scheduled to produce 16-megabit and 64-megabit DRams, is in early stages of constructing its more than 100,000sq m of cleanrooms and assembly and testing facility. Alpha-TI said last week that the kind of product Alpha-TI would produce depended on its foreign partner.

The move follows an earlier HK\$12.5bn bridging loan taken out in February to help pay for a 20 per cent stake in China Light and Power. In January Citic Pacific agreed to pay HK\$16.25bn for the stake in Hong Kong's biggest elec-

Indian Aluminium profits fall

Indian Aluminium, 35 per cent owned by Alcan of Canada, reported pre-tax profits down 5.5 per cent to Rs575m (\$15m) in the year to March 31. The results were worse than most analysts had expected. The fall was blamed on weak prices of aluminium and alumina, a sharp rise in input costs and production loss of around 20,000 tonnes of metal because of a power shortage.

Sales, after adjusting for the transfer of the electronics business to a subsidiary, advanced 2 per cent to Rs11.4bn. Other income was down 47.8 per cent to Rs9.3m. Net profits fell 48.18 per cent to Rs52m and earnings per share were Rs6.32 compared with Rs16.6. The final dividend will be Rs2 a share, making a total for the year of Rs4, the same as in the previous year.

Komal Bose, Calcutta

Newcrest plans mine re-vamp

Newcrest Mining, the Australian goldmining, yesterday announced an "interim" restructuring of its large but problematic Teifer mine in Western Australia. It said it would outsource non-core maintenance and service functions at the mine, one of Australia's largest, and cut 126 jobs.

Teifer's operations were hampered by heavy rain earlier this year, which forced them to shut for several weeks. Production slumped 17.4 per cent in the third quarter to just 65,331 ounces. Mr John Quinn, Newcrest's former managing director who quit last week, had talked of the mine producing around 600,000 ounces a year, but most analysts now think it would do well to produce 350,000 ounces in 1996-97. Newcrest's inability to resolve the Teifer issues was cited as one of the possible reasons for Mr Quinn's abrupt departure - formally blamed on unspecified "differences with the board".

Nikki Tait, Sydney

MERCURY SELECTED TRUST (SICAV)
("the Company")
Registered Office: 6D, route de Trèves, Senningenberg
R.C. Luxembourg B-6317

NOTICE TO BEARER SHAREHOLDERS

Bearer Shareholders are informed that a number of changes will be made to the Company with effect from 30th June 1997 including the merger of the Belgian Franc Global Bond Fund into the DM Global Bond Fund. Copies of the letter dated 20th May 1997 sent to Registered Shareholders detailing all the changes and instruction forms are available from the registered office and the Paying Agents. Shareholders of the Belgian Franc Global Bond Fund who do not wish to have their holdings automatically changed to holdings in the DM Global Bond Fund are offered a free switch into another Fund of the Company. Shareholders should deliver their certificates with no stamp to the Paying Agents listed below with the instruction form to one of the Paying Agents listed below by 27th June.

A revised Prospectus will be available on request from the registered office of the Company and from the Paying Agents from 30th June 1997.

Paying Agents:
Banque Internationale à Luxembourg S.A.
69 route d'Eich,
L-1470 Luxembourg
SBC Warburg
a division of Swiss Bank Corporation
Swiss Bank House
1 High Timber Street
London EC4V 3SB
Amcor Corporate Action - Paying Agency

21st May 1997
The Board of Directors

FIDELITY FUNDS
Société d'Investissement à Capital Variable
Kansallis House, Place de l'Étoile
B.P. 2174, L-1021 Luxembourg
R.C. B 34036

MERGER BY ABSORPTION OF FIDELITY FUNDS II SICAV

Shareholders are hereby informed that as of May 1, 1997 Fidelity Funds II Sicav was merged into Fidelity Funds Sicav pursuant to which shareholders in Fidelity Funds II now hold shares in the funds of Fidelity Funds Sicav bearing the same name as follows:

Fidelity Funds CapitalBuilder World Fund
Fidelity Funds CapitalBuilder DAX® Fund
Fidelity Funds CapitalBuilder DM Income Fund
Fidelity Funds CapitalBuilder DM Cash Fund
Fidelity Funds US Dollar Cash Fund

The full prospectus of Fidelity Funds is available upon request free of charge at its registered office.

For the Board of Directors:
DAX (DAX-Index, Deutsche Aktienindex) is a registered trademark of Deutsche Börse AG.

Companhia Auxiliar de Empresas de Mineração — CAEMI

arranged a capital increase of

CAEMI Mineração e Metalurgia S.A. — CMM

(Incorporated in the Federative Republic of Brazil)

whereby Mitsui & Co., Ltd. acquired a 40% interest in CMM.

The undersigned advised Companhia Auxiliar de Empresas de Mineração — CAEMI in this transaction.

Dillon, Read & Co. Inc.

April 1997

To the Holders of
SHEARSON LEHMAN CMO, INC.
Series F, Class F-1 Floating Rate Bonds
Due February 20, 2003

Pursuant to the Indenture dated as of February 1, 1985 between Shearson Lehman CMO, Inc. as Issuer and Texas Commerce Bank as Trustee, notice is hereby given that the interest rate applicable to the above Bonds for the interest period May 20, 1997 through August 19, 1997 as determined in accordance with the applicable provisions of the Indenture, is 6.43750% per annum. Amount of interest payable is U.S. \$13.9214477038 per U.S. \$10,000 principal amount.

SHEARSON LEHMAN CMO, INC.

GT DEUTSCHLAND FUND
Société d'Investissement à Capital Variable
2, boulevard Royal, Luxembourg
R.C. Luxembourg B-25023

NOTICE OF EXTRAORDINARY GENERAL MEETING

NOTICE IS HEREBY GIVEN that an Extraordinary General Meeting of Shareholders of the above Fund (the "Fund") will be held at the offices of Dillon, Read & Co., Inc., 1000 Avenue of the Americas, New York, NY 10036, on June 30, 1997 at 2:00 p.m. to consider, and if thought fit, pass the following resolutions:

1. That the Fund be put into liquidation with effect from the date of the passing of this resolution.
2. That Shearson Lehman CMO, Inc. be appointed as Liquidator of the Fund.

The meeting originally convened for 30 April, 1997 could not validly deliberate on the agenda due to lack of quorum.

No quorum is required for the meeting on 30 June, 1997 and the passing of resolution number one requires the consent of 2/3 of the shares represented at the meeting.

Since 30th April 1997, it is no longer possible to subscribe for shares in the Fund.

Holder of bearer shares who wish to attend the meeting should deposit their share certificate with Banque Internationale à Luxembourg, 69 route d'Eich, L-1470 Luxembourg, (for the attention of Mrs Nicole Dupont or Mrs. Anne-Marie Miller) by no later than 3:00 p.m. (Luxembourg time) on May 29, 1997.

For and on behalf of

THE BOARD OF DIRECTORS

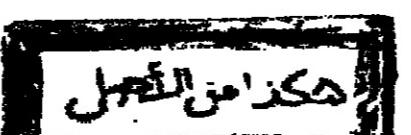


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T
royal &
starts buy
Christopher Adams,
New Correspondent
Bid costs re
London Clu

COMPANIES AND FINANCE: UK

Cammell Laird ready to announce float

By Tim Burt

Cammell Laird, one of the most famous names in UK shipping, is today expected to announce plans for a stock market listing, becoming the country's first ship repair and conversion yard to do so.

The Merseyside company, formerly a leading builder of warships and cruise liners, is

likely to be capitalised at about £20m (\$32.4m).

Although the share issue will be fairly modest in international shipping terms, several analysts believe it marks the revival of the UK ship repair industry following the near collapse of commercial shipbuilding in the 1970s and 1980s.

Two years ago, the yard

and rights to the Cammell Laird name were sold by VSEL - now owned by GEC - to Coastline Industries, a private company, for £1.2m.

That company, renamed Cammell Laird, has been considering a flotation for more than a year.

Cammell Laird's plans are being monitored by A&P, the country's largest ship repair

company, which is itself considering a trade sale or flotation.

The move follows a sharp increase in profitability at both companies, helped by labour costs up to 30 per cent below rivals in continental Europe.

Profits at A&P are thought to have jumped from £2.74m to £10m on increased sales of £130m last year, while profits at Cammell Laird have more than doubled in the past 12 months. Last month, Belfast shipyard Harland & Wolff has also returned to profit for the first time since 1981.

Cammell Laird, where the workforce has been cut from 12,000 in the late 1980s to 250 today, has told institutional investors that increased efficiency should help it win an increased share of the estimated \$10.2bn world market for ship repair and conversion.

The company, advised by Beeson Gregory, has already embarked on a £3m expansion programme to treble its dry dock capacity and plans to use flotation proceeds to increase manufacturing facilities at its Birkenhead, Merseyside, yard.

M&S rises 11% to £1bn

Brendan Corr

Sir Richard Greenbury: aims to double stores in Europe

By Peggy Hollinger

Marks and Spencer, Britain's largest clothing retailer, yesterday pledged to continue investing in customer service as it announced record profits of £1.1bn (\$1.75bn).

Sir Richard Greenbury, chairman, said the group planned to add 1,700 jobs this year, on top of the 1,700 created last year, to support its rising sales.

To critics who have suggested that the group's substantial investment in service could hold back net margin advances in a difficult market, Sir Richard said: "As long as our shareholders are getting a good return I am proud that we are creating employment."

However, M&S shares edged back 3 per cent against a retail sector 1.6 per cent lower, as Sir Richard warned that a strong pound would trim £20m from profits this year, because of the growth in overseas business. M&S also flagged a tougher

than expected food market, with prices falling by about 1 percentage point. The shares fell 16p to 499p.

Sir Richard announced an 11 per cent jump in pre-tax profits to £1.1bn for the 12 months to March 31, on sales 8.7 per cent up at £7.94bn.

The UK retail division increased operating profit by 9.6m to £277m on sales 8.4 per cent up at £2.83bn.

M&S also benefited from strong sales growth overseas and said it would be increasingly focusing on growth abroad.

Overseas operating profits rose 23 per cent to £91m on sales 9 per cent ahead to £1.3bn. This was partly helped by a substantial improvement in Brooks Brothers of the US.

Sir Richard said M&S aimed to double the number of stores in Europe to 70. "There is no question that the potential in Europe, and the Far East particularly, is very, very significant," he said.

Royal & Sun starts buy-back

By Christopher Adams, Insurance Correspondent

Royal & Sun Alliance yesterday began its promised buy-back of up to 5 per cent of its shares. It spent £72.3m (\$117m) buying 15.1m shares, which it described as a "satisfactory initial move".

Reporting a 24 per cent rise in first quarter profits, the composite insurer also hinted that cost savings following the £6bn merger that created it last year could exceed a target of £175m. But it showed how vulnerable it was to the fiercely competitive UK insurance market. A jump in subsidence losses took the shine off the rise to £185m (£157m) in operating profits. The pre-tax result was £209m (£205m).

Mr Richard Gamble, chief executive, said Royal & Sun remained on target to achieve the planned savings

by 1998 and was shedding 4,800 jobs in the UK. About 1,500 have already left, resulting in annualised savings so far of £45m. The reduction in costs may prove bigger than expected. "But I'm not going to put a figure on that," he said.

A mild winter contributed most to the overall increase in profits as storm-related claims in the US fell £34m. But lack of rain has proved to be a double-edged sword. In the UK, subsidence losses jumped £10m to £26m amid the driest weather for nearly 70 years. The deterioration in the UK underwriting result disappointed some analysts and the shares slipped 5.4p to 481p.

Profits from the life assurance arm rose 26 per cent to £54m. Mr Gamble said the group was considering whether to merge the separate life funds.

Bid costs restrict London Clubs

By David Blackwell

London Clubs International, which in February launched a £192m (\$311m) hostile bid for rival casino operator Capital Corporation, last year lifted profits before exceptional items 9 per cent to £27.5m.

Mr Alan Goodenough, chief executive, said the first half had been hit by a shortage of high rollers gamblers at the Ritz casino in October and November. But February and March had more than made up.

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends	Corresponding dividend	Rate for year	Total last year
Alcan Polar	6 mths to Mar 31	46.6	(48.6)	4.49	71 (7.3)	2 July 1	1.8	-	5.5
Acet	Yr to Mar 31	-	(-)	(-)	(-)	6.48	5.65	9.56	8.4
Channel	Yr to Apr 30	-	(-)	(-)	(-)	1.78	June 9	0.95	1.59
Countrywide Projects	9 mths to Mar 31	91.1	(78.5)	2.85	(1.03)	4.1	(1.1)	1	22.5
Davidson	Yr to Mar 31	157.6	(171.1)	4.04	(1.2)	1.95	(0.6)	7.2	Aug 28
Deppie's	53 wks to Mar 2	11	(6.08)	0.646	(0.369)	1.07	(0.19)	0.5	9.2
Deep Sea Leisure	Yr to Feb 28	2.25	(2.08)	0.195	(0.223)	4.07	(0.54)	-	0.5
Dove Scientific	Yr to Mar 31	2.27	(2.27)	0.172	(0.058)	0.71	(0.21)	-	-
Edridge Projects	8 mths to Mar 31	30.9	(28.2)	1.5	(0.956)	5.6	(0.7)	2.12	July 26
Hawthorn	6 mths to Mar 29	22	(20.9)	3.07	(0.33)	8.2	(0.2)	3.4	July 16
Jarvis Parker	Yr to Feb 28	95.4	(91)	10.44	(14.1)	14.8	(20)	5	July 31
Jersey Electricity	6 mths to Mar 30	24.8	(21.8)	2.98	(1.58)	1.59	(0.95)	18.4	Aug 29
Lambeth Council	53 wks to Mar 30	179.5	(167.4)	35.24	(33.2)	16	(15)	5.625	July 31
Mario & Spencer	Yr to Mar 29	7,842	(7,004)	1,102	(900.64)	26.7	(22.1)	8.25	7.75
Portishead	Yr to Mar 29	-	(-)	(-)	(-)	6.22	(0.01)	13	11.4
Provost	Yr to Feb 28	-	(-)	(-)	(-)	2.16	(0.01)	1.2	3.8
Royal Sun Alliance	3 mths to Mar 31	2,305.0	(2,408.1)	209	(205)	8.7	(8.1)	-	19
Trinity Care	Yr to Mar 31	10.2	(7.18)	0.882	(0.713)	16.3	(16.8)	3.4	Aug 11
UPF	6 mths to Feb 28	31.6	(28.9)	3.77	(3.13)	7.11	(7.82)	1.7	June 20
VideoLogic	Yr to Mar 31	14.9	(13.8)	1.54	(1.52)	11.1	(5.41)	-	4.5

Earnings shown basic. Dividends shown net except *gross throughout. Figures in brackets are for corresponding period. tOn increased capital. #Paid as second interim. \$For 13 months. ¶After exceptional charge. ||After exceptional credit. *Equivalent after adjusting for scrip issues. □Net premium. ♦Mid stock. ♪Third interim makes 4.5p to date. +Comprehensive revised. ♫Ninety pence.

St Michael

RESULTS FOR THE FINANCIAL YEAR 1996/97

GROUP PROFIT BEFORE TAX UP 11% TO £1.1 BILLION.

OVERSEAS PROFITS UP 23% TO £91 MILLION.

U.K. PROFITABILITY MAINTAINED. GROUP PROFITABILITY INCREASED.

FINANCIAL SERVICES PROFITS UP 28% TO £76 MILLION.

DIVIDEND PER SHARE UP 14%.

"We are committed to growing the company. Our priorities remain product quality, innovation, value and service...development of our UK and world-wide chain, and further growth from financial services.

I have every confidence in the future."

HIGHLIGHTS FROM THE STATEMENT BY THE CHAIRMAN SIR RICHARD GREENBURY

www.marks-and-spencer.co.uk

MARKS & SPENCER

LEX COMMENT

M&S**Marks and Spencer**

Share price relative to the FTSE General Retailers Index

Source: Bloomberg

100
95
90
85
80
75
70
65
60
55

1995 96 97

Marks and Spencer failed yesterday to escape the febrile atmosphere which envelops the retail sector.

The shares fell 16.5p to 49.25p, mainly on news that sterling's strength will put a £20m dent in profits this year. But there was nothing in the results to dent its reputation as the UK's premier retailer.

Indeed, while many of its competitors are buffeted around in the squalls of consumer demand, M&S

resembles nothing so much as the proverbial tanker - neither nimble nor daring, but ploughing remorselessly forward. The UK retail operation remains the engine room: clothing, footwear and home furnishing continue to make solid progress, while the company is holding its own in the fiercely competitive food market. The 8 per cent increase in operating profits looks sustainable. While overseas operations and financial services may contribute only 16 per cent of profits, growth rates of about 25 per cent a year are sufficient to bump group profitability into the double digit range.

In the coming year, the currency effect should push this down to about 8 per cent, roughly in line with the market. But the quality of M&S's earnings, and the diversity and transparency of its growth opportunities, warrant the 10 per cent premium rating. Short term, some of the overseas expansion will push down returns. But this seems a small price to pay for the rich prize of developing M&S into a global retailer - a realistic, if medium-term, ambition.

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مكتاب التعلم

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE												WORLD STOCK MARKETS																							
AUSTRIA (May 20 / Sch)						SWEDEN (May 20 / Kroner)						SINGAPORE (May 20 / S\$)						INDIA (May 20 / Rupee)																	
Austria	1,025	+35	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	Schweiz	175	-5.50	177.00	180.40	182.20	182.20	182.20	182.20	182.20	182.20	182.20	182.20											
Belgium	1,229	+10	1,230	1,230	1,230	1,230	1,230	1,230	1,230	1,230	1,230	Belgium	2,062	+7.50	2,078.00	2,084.00	2,087.50	2,087.50	2,087.50	2,087.50	2,087.50	2,087.50	2,087.50	2,087.50	2,087.50										
Bulgaria	1,025	+2%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Bulgaria	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Croatia	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Croatia	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Czech Rep.	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Czech Rep.	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Denmark	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Denmark	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Egypt	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Egypt	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Finland	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Finland	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
France	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	France	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Greece	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Greece	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Iceland	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Iceland	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Ireland	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Ireland	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Italy	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Italy	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Lithuania	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Lithuania	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Malta	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Malta	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Netherlands	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Netherlands	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Norway	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Norway	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Portugal	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Portugal	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Spain	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Spain	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Slovenia	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Slovenia	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Slovenia	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Slovenia	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Sweden	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Sweden	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Switzerland	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Switzerland	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
United Kingdom	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	United Kingdom	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
Yugoslavia	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Yugoslavia	1,025	+1%	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025											
FRANCE (May 20 / Frs)												ITALY (May 20 / Lira)												TURKEY (May 20 / Tl Lira)											
Afghanistan	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Afghanistan	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025												
Algeria	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Algeria	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025												
Angola	1,025	+10	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	Angola	1,025	+10	1,025	1,025	1,025	1,025																	

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Continued from previous page											
High	Low	Stock	Mr	%	E	1000	High	Low	Stock	Mr	Prev.
34 1/4 34 3/4	34 1/4 34 3/4	Pew	3.02	4.3	5	132	36 1/2	36 1/2	36 1/2	36 1/2	-1
42 1/2 43 1/2	42 1/2 43 1/2	Bearce	0.84	2.0	21	3338	41 1/2	41 1/2	41 1/2	41 1/2	-1
59 1/2 60 1/2	59 1/2 60 1/2	EDC Corp	1.78	2.1	16	9233	58 1/2	58 1/2	58 1/2	58 1/2	-1
20 1/2 23 1/2	20 1/2 23 1/2	Stone Corp	0.51	6.2	12	882	24 1/2	24 1/2	24 1/2	24 1/2	-1
8 7 7 5	8 7 7 5	Schmidt	0.28	3.2	31	20	8 1/2	8 1/2	8 1/2	8 1/2	-1
82 44 2	82 44 2	Schmitz	21	67 1/2	49 1/2	49 1/2	49 1/2	49 1/2	49 1/2	49 1/2	-1
75 1/2 83 1/2	75 1/2 83 1/2	Schmitz	1.52	17	25	4773	87 1/2	87 1/2	87 1/2	87 1/2	-1
12 1/4 16 1/4	12 1/4 16 1/4	Schmitz	1.50	13	32	9437	116 1/2	116 1/2	116 1/2	116 1/2	-1
12 1/2 12 1/2	12 1/2 12 1/2	Schmitz	0.12	1.1	20	111	11 1/2	11 1/2	11 1/2	11 1/2	-1
42 30 30	42 30 30	Schmitz	0.20	0.5	26	5346	36 1/2	36 1/2	36 1/2	36 1/2	-1
25 1/2 26 1/2	25 1/2 26 1/2	Schmid	0.50	1.8	13	310	34 1/2	34 1/2	34 1/2	34 1/2	-1
19 1/2 14 1/2	19 1/2 14 1/2	Schmitz	0.06	0.4	51	2088	17 1/2	17 1/2	17 1/2	17 1/2	-1
20 1/2 23 1/2	20 1/2 23 1/2	Schmitz	0.14	0.4	13	105	24 1/2	24 1/2	24 1/2	24 1/2	-1
13 1/2 12 1/2	13 1/2 12 1/2	Schmitz	0.03	0.2	17	13	12 1/2	12 1/2	12 1/2	12 1/2	-1
15 1/2 15 1/2	15 1/2 15 1/2	Schmitz	0.05	0.4	21	145	15 1/2	15 1/2	15 1/2	15 1/2	-1
18 1/2 16 1/2	18 1/2 16 1/2	Schmitz	0.77	2.9	13	177	18 1/2	18 1/2	18 1/2	18 1/2	-1
16 1/2 16 1/2	16 1/2 16 1/2	Schmitz	1.48	8.1	103	16 1/2	16 1/2	16 1/2	16 1/2	-1	
50 1/2 37 1/2	50 1/2 37 1/2	Shoemaker	185 000	46 1/2	46 1/2	46 1/2	46 1/2	46 1/2	46 1/2	46 1/2	-1
42 34 34	42 34 34	Simpson	0.66	1.7	8719	38 1/2	38 1/2	38 1/2	38 1/2	-1	
24 1/2 15 1/2	24 1/2 15 1/2	Simpson	31	943	18 1/2	17 1/2	17 1/2	17 1/2	17 1/2	-1	
46 30 30	46 30 30	Simpson	28	473	15	45	45	45	45	-1	
55 1/2 44 1/2	55 1/2 44 1/2	Simpson	0.82	1.8	1511332	51 1/2	45 1/2	51 1/2	45 1/2	-1	
21 1/2 21 1/2	21 1/2 21 1/2	Simpson	1.30	56	13	191	22 1/2	22 1/2	22 1/2	22 1/2	-1
12 1/2 12 1/2	12 1/2 12 1/2	Simpson	0.84	0.7	15	12	12 1/2	12 1/2	12 1/2	12 1/2	-1
18 1/2 14 1/2	18 1/2 14 1/2	Simpson	0.22	1.3	1722	17 1/2	15 1/2	17 1/2	15 1/2	-1	
40 1/2 35 1/2	40 1/2 35 1/2	Simpson	0.59	12	51	31	47 1/2	45 1/2	47 1/2	45 1/2	-1
57 1/2 47 1/2	57 1/2 47 1/2	Simpson	0.53	0.9	58	10	55 1/2	55 1/2	55 1/2	55 1/2	-1
36 20 20	36 20 20	Simpson	0.30	0.6	26	2510	35 1/2	34 1/2	35 1/2	34 1/2	-1
33 1/2 24 1/2	33 1/2 24 1/2	Simpson	2.72	23	16	31	37 1/2	37 1/2	37 1/2	37 1/2	-1
41 1/2 24 1/2	41 1/2 24 1/2	Simpson	0.02	0.7	3684	35 1/2	34 1/2	35 1/2	34 1/2	-1	
34 1/2 26 1/2	34 1/2 26 1/2	Simpson	20	1938	70 1/2	77 1/2	70 1/2	77 1/2	70 1/2	-1	
14 1/2 11 1/2	14 1/2 11 1/2	Simpson	0.30	2.4	69	189	12 1/2	11 1/2	12 1/2	11 1/2	-1
17 11 11	17 11 11	Simpson	0.32	2.4	12	51	12 1/2	11 1/2	12 1/2	11 1/2	-1
11 1/2 9 1/2	11 1/2 9 1/2	Simpson	0.44	2.0	20	9910152	11 1/2	10 1/2	11 1/2	10 1/2	-1
32 1/2 24 1/2	32 1/2 24 1/2	Simpson	0.40	1.3	11	1610	30 1/2	28 1/2	30 1/2	28 1/2	-1
8 1/2 4 1/2	8 1/2 4 1/2	Simpson	0.19	10	32	54	54	54	54	-1	
22 1/2 17 1/2	22 1/2 17 1/2	Simpson	0.10	0.5	25	82	18 1/2	16 1/2	18 1/2	16 1/2	-1
24 1/2 27 1/2	24 1/2 27 1/2	Simpson	1.24	4.3	12	108	29 1/2	26 1/2	29 1/2	26 1/2	-1
3 1 1/2	3 1 1/2	Simpson	0.01	1 1/4	1 1/4	1 1/4	1 1/4	1 1/4	1 1/4	1 1/4	-1
32 1/2 27 1/2	32 1/2 27 1/2	Simpson	0.84	2.7	14	1681	31	30 1/2	31	30 1/2	-1
20 1/2 15 1/2	20 1/2 15 1/2	Simpson	7265	17 1/2	16 1/2	17 1/2	16 1/2	17 1/2	16 1/2	-1	
10 1/2 8 1/2	10 1/2 8 1/2	Simpson	0.88	0.8	31	50	10	10	10	10	-1
27 1/2 24 1/2	27 1/2 24 1/2	Simpson	1.50	21	21	21	22 1/2	22 1/2	22 1/2	22 1/2	-1
9 1/2 8 1/2	9 1/2 8 1/2	Simpson	0.08	0.7	13	15	8 1/2	8 1/2	8 1/2	8 1/2	-1
50 1/2 38 1/2	50 1/2 38 1/2	Simpson	1.15	1.2	23	4837	85 1/2	84 1/2	85 1/2	84 1/2	-1
45 1/2 34 1/2	45 1/2 34 1/2	Simpson	0.40	2.8	19	54	85 1/2	84 1/2	85 1/2	84 1/2	-1
48 1/2 35 1/2	48 1/2 35 1/2	Simpson	3.70	0.2	57	45	44 1/2	45	44 1/2	45	-1
36 1/2 34 1/2	36 1/2 34 1/2	Simpson	0.80	2.1	17	1155	39 1/2	36 1/2	39 1/2	36 1/2	-1
62 1/2 47 1/2	62 1/2 47 1/2	Simpson	27	52	52	52	52	52	52	52	-1
58 1/2 42 1/2	58 1/2 42 1/2	Simpson	1.08	1.8	25	2633	55 1/2	57 1/2	55 1/2	57 1/2	-1
25 1/2 24 1/2	25 1/2 24 1/2	Simpson	0.78	2.5	15	216	27 1/2	26 1/2	27 1/2	26 1/2	-1
85 1/2 65 1/2	85 1/2 65 1/2	Simpson	0.38	0.5	34	416	85 1/2	84 1/2	85 1/2	84 1/2	-1
45 1/2 41 1/2	45 1/2 41 1/2	Simpson	0.40	2.8	19	54	85 1/2	84 1/2	85 1/2	84 1/2	-1
34 1/2 30 1/2	34 1/2 30 1/2	Simpson	1.15	1.2	23	4837	85 1/2	84 1/2	85 1/2	84 1/2	-1
16 1/2 14 1/2	16 1/2 14 1/2	Simpson	0.31	1.7	17	17	16 1/2	15 1/2	16 1/2	15 1/2	-1
14 1/2 10 1/2	14 1/2 10 1/2	Simpson	0.40	1.0	10	360	40 1/2	40 1/2	40 1/2	40 1/2	-1
22 1/2 19 1/2	22 1/2 19 1/2	Simpson	1.30	8 1/2	21	173	21 1/2	21 1/2	21 1/2	21 1/2	-1
30 1/2 24 1/2	30 1/2 24 1/2	Simpson	1.76	4 1/2	13	602	37 1/2	37 1/2	37 1/2	37 1/2	-1
27 1/2 21 1/2	27 1/2 21 1/2	Simpson	0.05	0.2	16	2180	27 1/2	27 1/2	27 1/2	27 1/2	-1
18 1/2 16 1/2	18 1/2 16 1/2	Simpson	0.22	4.9	77	275	16 1/2	16 1/2	16 1/2	16 1/2	-1
15 1/2 11 1/2	15 1/2 11 1/2	Simpson	0.24	14	14	174	13 1/2	13 1/2	13 1/2	13 1/2	-1
36 1/2 34 1/2	36 1/2 34 1/2	Simpson	2.20	59	14	445	37 1/2	37 1/2	37 1/2	37 1/2	-1
13 1/2 10 1/2	13 1/2 10 1/2	Simpson	0.15	1 2	23	1614	12 1/2	12 1/2	12 1/2	12 1/2	-1
68 1/2 72 1/2	68 1/2 72 1/2	Simpson	0.16	1.9	5	28	6 1/2	6 1/2	6 1/2	6 1/2	-1
102 1/2 82 1/2	102 1/2 82 1/2	Simpson	1.06	1.6	19	66	5 1/2	5 1/2	5 1/2	5 1/2	-1
45 1/2 41 1/2	45 1/2 41 1/2	Simpson	1.32	27	11	514	41 1/2	41 1/2	41 1/2	41 1/2	-1
48 1/2 36 1/2	48 1/2 36 1/2	Simpson	1.00	2.1	27	8161	47	47	47	47	-1
51 1/2 37 1/2	51 1/2 37 1/2	Simpson	1.06	2.6	30	503	50 1/2	50 1/2	50 1/2	50 1/2	-1
42 1/2 36 1/2	42 1/2 36 1/2	Simpson	34	5047	34 1/2	32 1/2	34 1/2	32 1/2	34 1/2	-1	
21 1/2 16 1/2	21 1/2 16 1/2	Simpson	5	165	46 1/2	46 1/2	46 1/2	46 1/2	46 1/2	-1	
59 1/2 55 1/2	59 1/2 55 1/2	Simpson	0.80	1.4	18	502	55 1/2	55 1/2	55 1/2	55 1/2	-1
14 1/2 13 1/2	14 1/2 13 1/2	Simpson	0.32	2.4	18	401	13 1/2	13 1/2	13 1/2	13 1/2	-1
54 1/2 50 1/2	54 1/2 50 1/2	Simpson	0.12	12	24	51	10 1/2	10 1/2	10 1/2	10 1/2	-1
26 1/2 21 1/2	26 1/2 21 1/2	Simpson	0.05	2.8	17	47	24 1/2	24 1/2	24 1/2	24 1/2	-1
30 1/2 24 1/2	30 1/2 24 1/2	Simpson	0.76	3.0	12	252	25 1/2	25 1/2	25 1/2	25 1/2	-1
31 1/2 24 1/2	31 1/2 24 1/2	Simpson	1.12	24	14	314	30 1/2	29 1/2	30 1/2	29 1/2	-1
17 1/2 14 1/2	17 1/2 14 1/2	Simpson	0.08	2.1	17	344	14 1/2	14 1/2	14 1/2	14 1/2	-1
41 1/2 35 1/2	41 1/2 35 1/2	Simpson	0.74	19	20	1000	35 1/2	35 1/2	35 1/2	35 1/2	-1
29 1/2 24 1/2	29 1/2 24 1/2	Simpson	0.00	1.9	22	41	24 1/2	24 1/2	24 1/2	24 1/2	-1
37 1/2 27 1/2	37 1/2 27 1/2	Simpson	0.75	21	13	74	27 1/2	27 1/2	27 1/2	27 1/2	-1
57 1/2 52 1/2	57 1/2 52 1/2	Simpson	0.00	19	23	1256	52 1/2	52 1/2	52 1/2	52 1/2	-1
52 1/2 48 1/2	52 1/2 48 1/2	Simpson	0.00	19	23	314	48 1/2	48 1/2	48 1/2	48 1/2	-1
34 1/2 29 1/2	34 1/2 29 1/2	Simpson	0.38	21	14	445	29 1/2	29 1/2	29 1/2	29 1/2	-1
14 1/2 13 1/2	14 1/2 13 1/2	Simpson	0.44	2.6	27	474	13 1/2	13 1/2	13 1/2	13 1/2	-1
14 1/2 11 1/2	14 1/2 11 1/2	Simpson	0.20	1.5	2671	13 1/2	12 1/2	13 1/2	12 1/2	-1	
16 1/2 14 1/2	16 1/2 14 1/2	Simpson	1.44	2.9	14	174	17 1/2	17 1/2	17 1/2	17 1/2	-1
47 1/2 44 1/2	47 1/2 44 1/2	Simpson	0.48	4.6	40	47	44 1/2	44 1/2	44 1/2	44 1/2	-1
51 1/2 47 1/2	51 1/2 47 1/2	Simpson	0.32	6 1/2	107	4 1/2	4 1/2	4 1/2	4 1/2	-1	
11 1/2 10 1/2	11 1/2 10 1/2	Simpson	0.68	1.9	20	1527	50 1/2	49 1/2	50 1/2	49 1/2	-1
51 1/2 46 1/2	51 1/2 46 1/2	Simpson	0.00	1.7	16	2733	51 1/2	51 1/2	51 1/2	51 1/2	-1
22 1/2 20 1/2	22 1/2 20 1/2	Simpson	0.00	1.3	14	145	22 1/2	22 1/2	22 1/2	22 1/2	-1
32 1/2 28 1/2	32 1/2 28 1/2	Simpson	1.00	3.1	10	3205	32 1/2	32 1/2	32 1/2	32 1/2	-1
23 1/2 19 1/2	23 1/2 19 1/2	Simpson	0.10	0.4	165	125	23 1/2	23 1/2	23 1/2	23 1/2	-1
37 1/2 31 1/2	37 1/2 31 1/2	Simpson	0.05	0.3	22	3006	23 1/2	23 1/2	23 1/2	23 1/2	-1
10 1/2 8 1											

Price data supplied by Ecolat, part of FT Information.
 Yearly highs and lows for NYSE reflect the period from Jan 1 1957.
 Unless otherwise stated, rates of dividend are nominal (disbursements based on the latest declaration). Share figures are rounded.
 4-day year-to-date. P/E price-earnings ratio, share price x new year
 Net, x-modified dividend or x-rights, net-weight, x-new year
 Net, x-modified dividend or x-rights, net-weight, x-share, is held.

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Company	Mid price	Change on day	Volume	High	Low	Complay	Mid price	Change on day	Volume	High	Low
AdvoCard	US\$3	+0.25	21500	8.25	4.375	Esprit Telecom ADS	US\$3.625	+0.125	3600	12.25	5.375
Amtek Systems	US\$10.75	+0.125	6000	11	9.5	Inogenics	US\$11.25	+0.125	16000	12.75	10.255
Chromex	FF16	0	18	16	16	Meritor Internat.	US\$10.125	+0.125	0	11.25	8.125
Dr Solomon's ADS	US\$22.5	-0.125	0	26.5	16.875	Pastech	US\$19.5	0	8.125	4.25	4.25

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